

**ASSAM DON BOSCO UNIVERSITY
PROGRAMME PROJECT REPORT
ON
Masters of Arts in Public Administration**

Submitted to

UNIVERSITY GRANTS COMMISSION

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Submitted by

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1. Mission and Objectives of the Programme

The online Master of Arts (Public Administration) programme at Assam Don Bosco University (ADBU) is designed to develop a deep understanding of administrative theories, governance practices, and public policy frameworks. The programme aims to nurture efficient, ethical, and visionary administrators and policy professionals capable of addressing contemporary governance challenges and contributing meaningfully to public welfare and institutional development.

Assam Don Bosco University seeks to create flexible and inclusive learning opportunities for graduates, working professionals, civil service aspirants, NGO workers, and individuals engaged in public and private sector administration who aspire to gain advanced knowledge in governance, policy analysis, and administrative management. The curriculum of the MA (Public Administration) programme covers key thematic areas such as Administrative Theory, Public Policy, Development Administration, Governance and Ethics, Public Financial Management, and E-Governance, ensuring a balance between conceptual understanding and applied competencies.

The programme is designed in alignment with the UGC Regulations on Open and Distance Learning and Online Programmes (2020) and the National Education Policy (NEP) 2020, emphasizing flexibility, employability, and lifelong learning. It integrates project-based learning, case studies, policy reviews, and field-based assignments, enabling learners to gain practical exposure to administrative processes and decision-making environments.

The mission of the ADBU MA (Public Administration) programme is to provide accessible, affordable, and high-quality education through an innovative Online Learning (OL) platform that transcends geographical and temporal barriers. It upholds the university's vision of *"education beyond barriers"*, empowering learners to become competent administrators, policy analysts, researchers, and leaders who can contribute effectively to the governance and development of society at local, national, and global levels.

1.1 Objectives of the Programme

Comprehensive Understanding of Public Administration: Develop an in-depth understanding of administrative theories, concepts, and practices that shape public institutions and governance systems at various levels.

Policy Formulation and Implementation Skills: Equip learners with analytical tools and frameworks to design, evaluate, and implement effective public policies that address social, economic, and developmental challenges.

Administrative and Leadership Competence: Build leadership qualities, decision-making skills, and administrative capabilities required to manage public organizations efficiently and ethically.

Governance and Institutional Development: Foster a critical understanding of democratic governance, public service delivery, and institutional reforms aimed at improving transparency, accountability, and citizen participation.

Research and Analytical Thinking: Strengthen the ability to conduct policy research, analyze administrative data, and apply evidence-based approaches in decision-making and problem-solving.

Ethical and Value-Based Administration: Instill integrity, impartiality, and commitment to ethical governance in all aspects of administrative functioning.

Digital and E-Governance Orientation: Promote understanding of information and communication technologies (ICTs) and their role in transforming public administration through e-governance and digital governance initiatives.

Societal and Global Perspective: Encourage sensitivity to social justice, gender equality, sustainability, and global governance issues, preparing learners to contribute meaningfully to inclusive and participatory development.

2. Programme Outcomes

Academic Excellence: Develop a deep and comprehensive understanding of the theoretical and practical dimensions of Public Administration, enabling learners to analyze administrative systems, governance structures, and policy frameworks effectively.

Leadership and Administrative Competence: Cultivate strong leadership, managerial, and decision-making skills essential for managing public organizations, implementing development programmes, and ensuring efficient governance.

Research and Analytical Proficiency: Enhance research capabilities by integrating qualitative and quantitative approaches to examine administrative issues, public policies, and governance challenges in real-world contexts.

Ethical and Responsible Governance: Instill professional ethics, transparency, and accountability in administrative functioning, promoting integrity and responsible public service practices.

Policy Formulation and Implementation Skills: Equip learners with the analytical tools and strategic insight needed to design, evaluate, and implement public policies effectively at local, national, and international levels.

Community Engagement and Social Responsibility: Encourage active participation in community-based initiatives, fostering collaboration between citizens, civil society, and institutions to promote inclusive governance and social equity.

Global and Interdisciplinary Perspective: Develop an understanding of global administrative trends and interdisciplinary linkages, preparing learners to function effectively in dynamic governance environments and multicultural contexts.

Lifelong Learning and Professional Development: Promote continuous learning and adaptability, enabling graduates to pursue higher studies, research, and professional roles in administration, policy analysis, and governance-related fields.

3. Relevance of the Programme with the Mission and Goals of Assam Don Bosco University

The online Master of Arts (Public Administration) programme at Assam Don Bosco University (ADBU) is directly aligned with the University's vision, mission, and strategic goals. It embodies ADBU's commitment to delivering holistic, value-based, and socially responsive higher education that nurtures effective leaders, ethical administrators, and policy-oriented thinkers dedicated to nation-building and sustainable development.

3.1 Vision

The vision of Assam Don Bosco University is "to mould young persons into intellectually competent, morally upright, socially committed, and spiritually inspired citizens, serving India and the world through holistic and personalized education."

The MA (Public Administration) programme reflects this vision by:

Providing accessible and flexible postgraduate learning opportunities for graduates, professionals, and aspirants preparing for civil services and administrative careers, particularly from the North-Eastern region.

Equipping learners with a balanced integration of theoretical knowledge, practical governance skills, and ethical values, ensuring that academic understanding is enriched with real-world relevance.

Promoting research-driven and policy-oriented education that encourages critical analysis of administrative issues, governance reforms, and public policy challenges.

Encouraging ethical, transparent, and accountable public service, nurturing leaders who are guided by integrity and a spirit of social justice.

Cultivating global and intercultural awareness, preparing learners to engage effectively in local, national, and international governance contexts.

The programme also resonates with the symbolism of the University's emblem, where:

- The Cross signifies moral integrity and spiritual inspiration;
- The Profile of St. John Bosco reflects the University's unique educational philosophy rooted in compassion and guidance;
- The Book represents the pursuit of knowledge and administrative wisdom;
- The Rays of the Rising Sun symbolize enlightenment, innovation, and progress in governance;
- The Motto 'Carpe Diem' (Seize the Day) inspires every learner to act responsibly, embrace leadership, and contribute meaningfully to society.

3.2 Mission

The mission of ADBU is to create an environment of stimulating intellectual dialogue across disciplines and to harvest knowledge through high-quality teaching, research, and extension activities, thereby developing leaders who can guide society with vision and integrity.

The MA (Public Administration) programme contributes directly to this mission by:

Promoting interdisciplinary learning across fields such as political science, economics, law, and management to provide a comprehensive understanding of governance and policy processes.

Offering quality instruction and experiential learning through case studies, field-based assignments, and policy simulations in the online mode.

Encouraging research orientation and innovation, enabling learners to conduct studies on public policy, governance, and administrative reforms.

Developing visionary public administrators and leaders who can address the challenges of globalization, digital governance, and participatory democracy with insight and integrity.

3.3 Goals

ADBU aims to achieve its vision by developing innovative, contextually relevant programmes that foster intellectual growth, ethical leadership, and societal transformation.

In alignment with these goals, the MA (Public Administration) programme seeks to:

Maintain an updated and responsive curriculum that reflects emerging trends in governance, e-governance, sustainable development, and public sector reforms.

Provide a dynamic online learning environment that integrates theoretical rigour with practical exposure through projects, policy evaluation, and community engagement.

Cultivate a community of lifelong learners who contribute actively to governance, civil society, and research institutions through knowledge-sharing and public service.

Strengthen nation-building efforts by producing administrators and policymakers who combine administrative competence with ethical consciousness and humanistic values.

In essence, the Online MA (Public Administration) programme of Assam Don Bosco University represents the University's ethos of *"education beyond barriers."* It seeks to produce responsible, competent, and compassionate administrators who can transform governance through knowledge, ethics, and innovation, aligning personal growth with societal progress.

4. Nature of Prospective Target Group of Learners

Assam Don Bosco University (ADBU) is committed to providing accessible, inclusive, and quality higher education in governance, policy studies, and public administration to learners from diverse academic, social, and professional backgrounds. Guided by its philosophy of "Education Beyond Barriers," the online Master of Arts (Public Administration) programme is designed to equip learners with advanced administrative, policy-making, and leadership skills necessary to serve effectively in public, private, and non-governmental sectors.

The programme integrates key dimensions of governance, policy formulation, development administration, e-governance, and ethical leadership, enabling learners to acquire both theoretical grounding and practical insights into the functioning of public systems and governance institutions. It is tailored to develop analytical acumen, research orientation, and ethical competence essential for addressing contemporary administrative challenges.

The ADBU MA (Public Administration) programme is ideally suited for the following categories of learners:

Graduates and Civil Service Aspirants who wish to build a strong foundation in administrative theories, public policy, and governance as preparation for competitive examinations such as UPSC, APSC, or other state and central administrative services.

Working Professionals in Government and Public Sector Organizations seeking to enhance their understanding of public administration, leadership, and policy management while balancing professional responsibilities.

Employees of NGOs, Development Agencies, and Civil Society Organizations who aspire to gain structured knowledge in governance, development administration, and public policy implementation to strengthen their institutional and community-level impact.

Learners from Rural, Remote, and Underrepresented Regions who have limited access to traditional postgraduate education but seek to pursue higher studies in administration and governance through a flexible online mode.

Educators, Researchers, and Policy Analysts aiming to expand their expertise in public management, administrative research, and public sector reforms to contribute to teaching, consulting, or research-based professions.

Women Learners and Career Re-Entrants who wish to pursue higher education for personal and professional advancement, particularly in leadership, community development, and administrative roles.

Professionals from the Private Sector or Technical Fields who seek to transition into governance, policy research, or administrative consultancy by developing a nuanced understanding of public systems and policymaking frameworks.

The Online MA (Public Administration) programme at ADBU thus caters to a wide and diverse learner base. It offers a learner-centric, multidisciplinary, and professionally aligned curriculum that fosters leadership, analytical reasoning, and ethical governance. By bridging academic theory with practical relevance, the programme empowers learners to become responsible administrators, policy practitioners, and social change agents capable of contributing meaningfully to national development and global governance.

5. Appropriateness of the Programme to be Conducted in Online Learning Mode to Acquire Specific Skills and Competence

The Master of Arts (Public Administration) programme of Assam Don Bosco University (ADBU) has been systematically designed to build learners' conceptual depth, analytical reasoning, policy understanding, and administrative competencies through an innovative Online Learning (OL) framework. The programme structure and delivery are aligned

with the UGC (Open and Distance Learning and Online Programmes) Regulations, 2020, ensuring academic rigour, learner flexibility, and institutional accountability.

The Online Learning system at ADBU is learner-centric, designed to promote self-directed learning, flexibility, and accessibility while maintaining the academic depth of a conventional postgraduate programme. The platform integrates multimedia-based learning materials, interactive discussion forums, and technology-enabled evaluation tools that facilitate active engagement and reflective understanding. Learners can access high-quality study materials, recorded lectures, quizzes, and assignments at their own pace, enabling continuous and flexible learning irrespective of geographical or temporal constraints.

The online mode of the MA (Public Administration) programme is particularly suited for developing specific skills and competencies, such as:

Policy Analysis and Administrative Decision-Making: Learners gain hands-on experience in evaluating public policies, administrative processes, and governance mechanisms through case studies, simulations, and policy review exercises.

Research and Analytical Skills: The programme trains learners to apply qualitative and quantitative research methods, data interpretation, and policy evaluation tools to real-world administrative issues.

Leadership and Governance Competence: Through interactive modules, role-based assignments, and problem-solving tasks, learners develop leadership, coordination, and strategic planning abilities essential for public administration.

Ethical and Responsible Public Service: The online pedagogy emphasizes discussions on ethics, transparency, accountability, and citizen-centric governance, fostering integrity and professionalism.

Digital and E-Governance Orientation: Learners are introduced to the digital transformation of governance, information systems, and ICT applications in administration through experiential learning and case illustrations.

ADBU's online learning platform integrates the four-quadrant model prescribed by UGC, comprising:

1. E-tutorials – video lectures, audio materials, and animations by expert faculty;
2. E-content – digitized Self-Learning Materials (SLMs), reference readings, and multimedia resources;
3. Web Resources – open-access academic materials, policy reports, and data portals;
4. Self-assessment and Evaluation Tools – quizzes, assignments, discussion forums, and online examinations.

By adopting this comprehensive and interactive model, the Online MA (Public Administration) programme effectively combines academic rigour with professional applicability, empowering learners to enhance their administrative knowledge, analytical capacity, and governance skills. The mode ensures not only flexibility and inclusivity but also a robust learning experience that prepares graduates for leadership roles in governance, policy formulation, and public sector management.

6. Instructional Design and Content Development

The digital Self-Learning Materials (SLMs) for the Master of Arts (Public Administration) programme are developed in accordance with the principles of self-directed, reflective, and application-oriented learning. The curriculum has been structured to provide a balance between theoretical understanding and practical exposure to governance, public policy, and administrative processes. It aligns with the recommendations of the Madhava Menon Committee Report (2011) and the UGC (ODL and Online Programmes) Regulations, 2020, ensuring academic rigor, learner engagement, and outcome-based education.

Each course is periodically reviewed and updated to incorporate recent developments in governance, policy studies, e-governance, and administrative reforms. The instructional design ensures that the learner develops critical thinking, problem-solving abilities, and ethical understanding consistent with the objectives of postgraduate public administration education.

The SLMs of the MA (Public Administration) programme possess the following distinctive features:

Self-Explanatory

and

Self-Contained:

The study materials are prepared in a self-instructional format, written in clear and learner-friendly language. They are structured to help learners comprehend complex administrative theories, policy frameworks, and governance mechanisms without the need for extensive external guidance. Each unit is comprehensive, with adequate conceptual clarity and contextual examples.

Self-Directed:

The SLMs provide systematic guidance, explanatory notes, and reflective exercises that allow learners to plan their study schedule and progress independently. Each module follows a logical sequence, integrating concepts with contemporary case studies, government policies, and administrative scenarios relevant to India and the global context.

Self-Motivating:

The materials are designed to sustain learner interest by linking theoretical content with real-life administrative challenges, reforms, and governance innovations. Examples from Indian and comparative administration, public service delivery models, and development programmes are included to enhance learner motivation and engagement.

Interactive

and

Evaluative:

The SLMs incorporate built-in features such as “Think and Reflect,” “Check Your Progress,” “Case Review,” “Let Us Discuss,” and “Model Questions” to encourage self-assessment and active learning. These pedagogical components promote conceptual understanding, critical reflection, and practical application of knowledge to administrative and policy contexts.

In addition to text-based SLMs, the online learning environment integrates:

- E-Tutorials: Video lectures, expert talks, and visual explainers on key topics such as governance, public policy, and administrative reforms.
- E-Content: Digitally enhanced SLMs with hyperlinks, infographics, and embedded media for a dynamic learning experience.
- Web Resources: Curated access to government portals, policy documents, and research databases for extended exploration.
- Self-Assessment Tools: Online quizzes, short assignments, and reflective tasks that reinforce learning outcomes and continuous evaluation.

The instructional design thus combines academic depth with interactive pedagogy, enabling learners to acquire professional competence in administration, policy formulation, and governance through a flexible, engaging, and technology-enabled learning environment.

7. Online Learning Pedagogy and Skill Development

The online Master of Arts (Public Administration) programme at Assam Don Bosco University (ADBU) adopts a learner-centric, technology-enabled pedagogy designed to provide an interactive and enriching academic experience equivalent to conventional classroom learning. The pedagogy integrates digital learning tools, faculty-led mentoring, and continuous feedback mechanisms, ensuring both academic rigour and learner engagement throughout the programme.

The Online Learning environment includes:

- Recorded video lectures and multimedia tutorials by subject experts covering key topics such as governance, policy analysis, and public management.
- Interactive assignments and discussion forums that encourage peer learning, critical debate, and collaborative problem-solving.
- Virtual classroom sessions and webinars conducted by faculty and guest experts to facilitate dialogue on contemporary administrative issues and policy developments.
- Continuous assessment and feedback systems that monitor learner progress, provide timely academic support, and promote reflective learning.

Through this comprehensive and participatory Online Learning model, the MA (Public Administration) programme fosters the development of specialized competencies and transferable skills relevant to both governance and policy professions. Learners acquire and strengthen the following core abilities:

- **Administrative and Leadership Skills:** Capability to plan, manage, and evaluate administrative processes in government and non-governmental institutions.
- **Policy Formulation and Analytical Thinking:** Competence to analyze public policies, interpret administrative data, and propose effective governance strategies.
- **Research and Problem-Solving Skills:** Ability to apply qualitative and quantitative research methods in addressing real-world administrative challenges.
- **Communication and Collaboration:** Proficiency in written, verbal, and digital communication suited for public service, inter-agency coordination, and community engagement.
- **Ethical and Accountable Governance:** Commitment to transparency, public ethics, and citizen-centric service delivery.
- **Digital Governance and E-Administration:** Understanding of ICT tools, e-governance frameworks, and data-driven decision-making processes within public administration.

By combining pedagogical flexibility, technological innovation, and academic excellence, ADBU's Online MA (Public Administration) programme ensures that learners develop intellectual depth, professional competence, and ethical integrity required to perform effectively in diverse administrative, policy, and governance roles in the public and social sectors.

5. Instructional Design

The curriculum of the Master of Arts (Public Administration) programme at Assam Don Bosco University (ADBU) has been meticulously designed with the collective expertise of academicians, researchers, and senior professionals in the fields of governance, administration, and policy studies. Inputs were drawn from faculty members and subject experts affiliated with reputed institutions such as Gauhati University, Assam University, and other leading universities and research organizations, ensuring that the programme remains academically robust, policy-relevant, and pedagogically coherent.

The design of the MA (Public Administration) curriculum follows the framework of the UGC Model Curriculum, the recommendations of the Madhava Menon Committee Report (2011), and the standards prescribed under the UGC (Open and Distance Learning and Online Programmes) Regulations, 2020. The curriculum is reviewed periodically to incorporate recent developments in governance, administrative reforms, and digital public management, maintaining relevance with national and global policy environments.

(The structure and Syllabus of the MA (Public Administration) Programme is presented in *Annexure-I*.)

To facilitate effective learning in the Online Learning (OL) mode, the instructional framework integrates multiple components and learner-support mechanisms, ensuring a comprehensive and outcome-oriented learning experience.

Self-Learning Materials (SLMs)

The programme provides high-quality, research-informed Self-Learning Materials prepared by experienced faculty and subject specialists in the fields of public administration, political science, and public policy. The SLMs are written in a self-instructional format, with each unit incorporating learning objectives, contextual explanations, reflective questions, and policy examples drawn from Indian and international governance systems. Learners can access e-SLMs, supplementary readings, policy documents, and past examination papers through the University's Learning Management System (LMS) and official website. The materials combine conceptual clarity with applied insights to build learners' competencies in administration, research, and policy evaluation.

Online Counselling and Mentorship

The Department of Public Administration conducts regular online counselling and live interaction sessions every semester to ensure academic support and guidance. These sessions enable learners to:

- Interact directly with faculty members and subject experts;
- Clarify conceptual doubts and discuss recent policy developments;
- Participate in live discussions and debates on administrative reforms, governance models, and public policy issues. Faculty members also offer personalized mentorship through scheduled virtual office hours, enabling one-on-one academic guidance, continuous motivation, and formative feedback to enhance learner performance and engagement.

Multimedia Study Resources

In addition to digital study texts, the programme offers multimedia-enriched learning resources that include:

- Recorded video lectures and audio explanations on key topics;
- Interactive presentations and short explainer videos on governance frameworks and administrative practices;
- Case-based modules demonstrating practical applications of public policy, citizen engagement, and e-governance initiatives.

All multimedia resources are produced through the Electronic Multimedia Production Centre of ADBU, ensuring academic accuracy, professional production quality, and alignment with course learning outcomes. Learners can access all digital resources via the LMS at any time, promoting flexible and self-paced learning.

Learner Support Services

ADBU provides comprehensive ICT-enabled learner support services to ensure an efficient, inclusive, and supportive learning ecosystem. These include:

- Access to the University's Digital Library and E-Resources, offering e-books, journals, research databases, and government reports relevant to administrative studies.
- A dedicated LMS-based feedback and query resolution system, allowing prompt academic and technical assistance from faculty and support teams.
- An Online Helpdesk and Grievance Redressal Cell for addressing learner concerns effectively.
- Periodic academic notifications, progress tracking tools, and evaluation updates through the LMS and email alerts to keep learners informed and engaged.

Through these integrated instructional and learner-support mechanisms, the Online MA (Public Administration) programme ensures a flexible, engaging, and outcomes-driven educational experience. The design promotes independent learning, digital literacy, policy competence, and ethical governance, empowering learners to emerge as capable administrators, policy analysts, and governance professionals committed to public service and social transformation.

7. Duration of the programme

The Master of Public Administration(MA) programme has four semesters and is of minimum 2 years. The programme has 28 courses in each semester carrying 100 marks (70 marks for summative assessment and 30 marks for formative assessment).

8. Credit Distribution

As per the credit definition given in the UGC ODL/OL Regulations of 2020, the University follows the system of assigning 30 hours of study per credit of a course. Details Attached in Annexure-I of this Report)

9. Faculty and Support Staff requirement:

The University currently has 1 Programme Co Ordinator, 4 Course Co Ordinator and 3 Course mentors in the Discipline of Public Administration (CDOE). A list of faculty members and course co-ordinators against each course offered by the Management discipline is presented in the UGC-DEB online application form.

10. Specialization:

All the courses of Public Administration Programme are compulsory.

11. Fieldwork/Internship/Project Study:

The objective of this component is to help the learners acquire ability to apply multi-disciplinary concepts, tools and techniques to solve organizational problems and/or to evolve new/innovative theoretical frame work. In this way ADBU has incorporated one Internship in Semester II. At the beginning the learners need to submit a Project Synopsis/Proposal

of Topic/Option of their choice followed by a Progress Report. At the end of the term the learners need to submit the Final Report and appear a Viva.

12. Procedure for Admissions, Curriculum Transaction and Evaluation for Master of Arts in Public Administration Programme:

12.1 Admission Procedure

For admission into the Master of Arts (Public Administration) programme for the 2025–26 academic session, candidates must hold a Bachelor's degree (10+2+3 pattern) in any discipline from a recognized university. There is no entrance examination for admission to the online programme.

The admission process will be conducted in accordance with the UGC (Open and Distance Learning and Online Programmes) Regulations, 2020, ensuring transparency, accessibility, and inclusivity.

Admission notifications will be published on the University's official website, as well as through print and digital media, including social media and academic outreach platforms. Applicants are required to submit the online application form along with scanned copies of the following documents:

Degree certificates and mark sheets of qualifying examinations, Proof of identity and address, Recent passport-size photograph, and Any additional documents as specified by the University. Upon successful enrollment, each learner will be issued a registration number, digital identity card, and programme handbook containing detailed information on academic regulations, study schedule, evaluation pattern, and access to Self-Learning Materials (SLMs) through the Learning Management System (LMS).

12.2 Continuous Admission

After completion of each semester, learners are required to re-enroll for the subsequent semester within one month from the date of the last examination of the preceding semester. Re-admission is compulsory regardless of whether the learner has appeared in the examination or received the results. Continuous enrollment is essential to maintain active learner status in the MA (Public Administration) programme.

Learners who fail to complete their re-admission within the one-month window may still enroll within two months of the last examination date by paying a prescribed late fine as notified by the University.

In exceptional or unavoidable circumstances, learners may be permitted to enroll after the two-month grace period, provided such enrollment occurs before the announcement of the examination form submission for that semester. These cases will be considered individually based on written applications citing valid reasons and will attract an additional fine as per University regulations.

This structured yet flexible admission policy reflects ADBU's learner-centric philosophy of "Education Beyond Barriers." It ensures uninterrupted academic progression while accommodating genuine personal and professional circumstances. The policy aims to provide every learner with a seamless, accessible, and supportive academic experience throughout the duration of the MA (Public Administration) programme.

12.3 Fee Structure:

The following is the fee structure of Public Administration Programme:

Semester	Fee
Semester 1	24000 (includes enrollment, course and examination fee)
Semester 2	24000 (includes enrollment, course and examination fee)
Semester 3	24000 (includes enrollment, course and examination fee)
Semester 4	24000 (includes enrollment, course and examination fee)
Semester 5	24000 (includes enrollment, course and examination fee)
Semester 6	24000 (includes enrollment, course and examination fee)

12.4 Curriculum Transaction and Activity Planner

An Academic Calendar, outlining the overall academic activities for the MA (Public Administration) programme, shall be made available prior to the admission schedule of the University. The Centre for Internal Quality Assurance (CIQA)—constituted as per UGC guidelines—and the Office of the Academic Registrar will jointly prepare and upload the Academic Plan and a Month-wise Academic Calendar on the University website and Learning Management System (LMS).

This planner will help MA (Public Administration) learners schedule their study plans, assignments, counselling sessions, and project submissions in a structured manner.

The curriculum transaction process in the Online MA (Public Administration) programme will be facilitated through:

- Interactive online classes, webinars, and faculty-led discussions on administrative and policy issues.
- Self-Learning Materials (SLMs) and e-resources uploaded on the LMS with built-in self-assessment tools.
- Virtual counselling sessions and academic mentorship for concept clarification and personalized feedback.
- Community engagement activities and research-based assignments aligned with course objectives.

12.5 The Evaluation System of the Programme

The evaluation system of the MA (Public Administration) programme at Assam Don Bosco University (ADBU) is comprehensive and outcome-based, ensuring that learners are assessed through both continuous and summative methods in accordance with the UGC (ODL and Online Programmes) Regulations, 2020.

Continuous

Evaluation:

ADBU follows a rigorous system of ongoing evaluation, consisting of internal and external components. Internal evaluation includes tutor-marked assignments, reflective essays, and policy reviews designed to test conceptual understanding and application skills. Learners are also encouraged to use the self-assessment exercises embedded in the study materials to monitor their progress.

Self-Assessment

Tools:

Each SLM unit contains short questions, “Check Your Progress” sections, and reflective tasks that enable learners to gauge comprehension and apply theoretical concepts to governance scenarios.

Assignments:

Tutor-marked assignments constitute a key component of continuous evaluation, carrying a weightage of 30 percent. These assignments emphasize analysis, critical thinking, and application of administrative and policy frameworks.

Assessment:

The overall course evaluation consists of two components:

- Formative Assessment (Assignments): 30 percent weightage
- Summative Assessment (Semester-End Examinations): 70 percent weightage

Learners must submit their assignments through the LMS within the notified timeline. Faculty evaluators review the submissions, provide constructive feedback, and record internal marks for continuous assessment.

Semester-End

Examinations:

Summative examinations are conducted at designated examination centres or through secure online proctoring, following UGC-DEB norms. Evaluation is undertaken by expert examiners of ADBU, and results are released as per the Academic and Examination Calendar after moderation and quality review.

Re-Evaluation:

Learners who are not satisfied with their evaluation results may apply for re-evaluation of their answer scripts within the prescribed timeframe, in accordance with University policy.

Question

All question papers are designed based on Bloom's Taxonomy, ensuring balanced coverage of remembering, understanding, applying, analyzing, evaluating, and creating levels. This guarantees comprehensive assessment of learning outcomes across all course modules.

Paper

Standards:

Secure

Certification:

ADBU employs tamper-proof, eco-friendly synthetic paper for printing mark sheets and degree certificates, ensuring durability, security, and authenticity.

Plagiarism

Checks:

To uphold academic integrity, all assignments, dissertations, and project reports are subjected to plagiarism verification before evaluation.

Through this structured and transparent evaluation system, ADBU ensures that learners of the MA (Public Administration) programme are evaluated fairly and rigorously, achieving mastery of theoretical knowledge, research skills, and practical competencies essential for effective governance and public service leadership.

13. Cost Estimate of the Programme and the Provisions

The Office of the Finance Officer at Assam Don Bosco University (ADBU) maintains detailed financial records concerning the development, delivery, and maintenance of the MA (Public Administration) programme. The financial management framework ensures accountability, transparency, and sustainability in the implementation of the programme under the online learning mode.

The expenditure structure includes costs associated with:

- Preparation, editing, and publishing of Self-Learning Materials (SLMs) and e-content;
- Honorariums to external subject matter experts, academic reviewers, content developers, editors, and proofreaders;
- Workshops, faculty orientation, and training programmes for content writers and academic staff involved in online course delivery;
- Development and maintenance of multimedia learning resources and production through the University's Electronic Multimedia Production Centre.

In addition, the Finance Office systematically records expenditure related to infrastructure enhancement and digital learning support, which includes:

- Procurement and upgradation of computers, studio equipment, and recording tools;
- Expansion and maintenance of the Learning Management System (LMS) and online student support platforms;
- Subscriptions to academic journals, databases, and e-library resources to support research and learning;
- Purchase of reference books, journals, and institutional publications for continuous academic enrichment.

All financial accounts are maintained strictly in accordance with Government of India financial regulations, UGC norms, and University's internal financial management policies, ensuring full compliance and periodic auditing.

To ensure financial sustainability and operational transparency, the Finance Office employs a historical costing method to estimate the overall cost of programme development, delivery, and maintenance. This approach allows ADBU to plan and allocate financial resources efficiently while maintaining the academic quality and accessibility of the MA (Public Administration) programme.

13.1 Programme Development Cost:

Programme Development Cost	Cost
SLM Development Cost for Master Degree Programme	
a) E- Text Preparation	INR 4,00,000/-
b) Content Editing	INR 1,00,000/-
c) Language Editing	INR 1,00,000/-
d) Studio Setup	INR 45,00,000/-
e) Video recording and editing	INR 2,00,000/-
Infrastructure development cost	INR 28,00,000/-

13.2 Quality Assurance Mechanism and Expected Programme Outcomes

To ensure that the quality of Online Learning (OL) programmes matches that of conventional programmes, Assam Don Bosco University (ADBU) adheres strictly to the regulatory guidelines prescribed by the University Grants Commission (UGC), National Assessment and Accreditation Council (NAAC), and other statutory bodies.

The MA (Public Administration) curriculum maintains complete parity with the conventional mode in terms of course content, learning outcomes, assessment methods, and academic rigor. The same standards of teaching, evaluation, and student support are followed to ensure equitable academic experiences across both delivery modes.

Faculty members engaged in the programme are qualified, trained, and selected through a rigorous process conducted by a University-appointed committee. The selection process focuses on evaluating subject expertise, pedagogical proficiency, and communication skills, ensuring that instructors are capable of delivering effective and engaging online learning experiences.

A robust Learning Management System (LMS) serves as the central platform for content delivery, communication, and evaluation. The LMS supports interactive learning through e-tutorials, discussion forums, assignments, and feedback mechanisms, creating a collaborative and dynamic online learning environment.

Comprehensive learner support services—including academic counselling, virtual contact sessions, and mentorship programmes—further enhance engagement and continuity of learning. Continuous internal assessments, AI-enabled proctored examinations, and adherence to the Academic Bank of Credits (ABC) framework ensure academic integrity and national-level credit recognition.

Quality Assurance Practices

The Centre for Distance and Online Education (CDOE) at ADBU follows a proactive and multi-level quality assurance approach, aligned with the best practices of leading Higher Education Institutions (HEIs) in online learning. The University has established mechanisms to ensure that academic quality, learner engagement, and institutional processes remain consistent with national and global standards.

Key quality assurance mechanisms include:

- Curriculum Development and Approval: The syllabus for the MA (Public Administration) programme is developed by subject experts and reviewed by the Board of Studies (BoS) to ensure academic rigor, relevance, and alignment with public administration trends and governance frameworks.
- Examination and Evaluation: The Controller of Examinations (CoE) administers examinations for online learners following identical processes, standards, and integrity protocols as in the conventional mode.

- Attendance and Engagement: Learners are required to maintain a minimum of 75% attendance in online classes and interactive sessions to be eligible for examinations, ensuring continuous participation and accountability.
- Technology-Enhanced Learning: Online classes and personal contact programmes (PCPs) are made engaging through multimedia content, case discussions, and real-life policy simulations using advanced LMS tools and digital platforms.

The Centre for Internal Quality Assurance (CIQA) plays a key role in monitoring and enhancing academic quality across all online programmes. The CIQA oversees:

SLM	Quality	Workshops	and	Faculty	Development	Programmes	(FDPs)
Regular		Stakeholder		Consultations	and	Feedback	Analysis
Learner		Feedback		Collection	and	Action	Reports
Periodic		SLM	Audits	and	Academic	Review	Meetings

Continuous Monitoring of the Overall Functioning of ADBU-CDOE

In order to maintain academic excellence and relevance, the programme is periodically reviewed and updated based on the feedback received from stakeholders, emerging policy developments, and recommendations of the CIQA and BoS.

13.3 Expected Programme Outcomes

The Master of Arts (Public Administration) programme at Assam Don Bosco University (ADBU) is designed to develop a comprehensive understanding of administrative systems, governance structures, and policy processes. It aims to prepare learners for leadership roles in public service, development administration, and research institutions. The key expected outcomes of the programme are as follows:

Developing Administrative Competence: Learners will gain an advanced understanding of administrative theories, practices, and institutional frameworks necessary for efficient public management.

Policy Formulation and Evaluation Skills: Graduates will develop the ability to design, implement, and assess public policies that address social, economic, and developmental issues.

Research and Analytical Proficiency: The programme will equip learners with strong research and analytical skills for conducting policy studies, data analysis, and governance research.

Ethical and Responsible Governance: Learners will internalize values of transparency, accountability, and ethical behavior essential for public administration and service delivery.

Leadership and Decision-Making Abilities: Graduates will be trained to lead administrative teams, manage resources effectively, and make informed decisions in dynamic policy environments.

Digital Governance and Innovation: Learners will understand and apply emerging trends in e-governance, ICT-enabled public service delivery, and digital transformation in administration.

Community Engagement and Development Orientation: The programme will promote civic awareness, social inclusion, and participatory governance, encouraging learners to contribute to community-based development initiatives.

Global and Interdisciplinary Perspective: Learners will develop a broad understanding of comparative public administration and international governance systems.

Preparation for Research and Higher Studies: Graduates will be well-prepared to pursue advanced research degrees (MPhil/PhD) or professional careers in public policy, academia, and development sectors.

Through these structured outcomes, the MA (Public Administration) programme aims to produce competent, ethical, and visionary administrators capable of contributing to good governance, sustainable development, and policy innovation.

14. Requirement of the Laboratory Support and Library Resources

The MA (Public Administration) programme primarily requires access to digital learning resources rather than physical laboratory facilities. However, learners are expected to have access to a computer system, stable internet connectivity, and productivity software to undertake assignments, research, and online examinations effectively.

As per the programme curriculum, no special physical laboratory is required. However, learners are encouraged to use:

- The University's E-Library, offering access to a vast collection of e-books, research journals, and government publications;
- Online access to policy databases, research repositories, and government portals related to governance, administration, and development studies;
- Virtual labs and simulation-based learning tools, made available through the University's LMS to enhance conceptual understanding and practical exposure;
- Access to the Institutional Repository and Academic Research Database for project work, dissertation preparation, and literature review.

Through these comprehensive digital and academic resources, ADBU ensures that learners of the MA (Public Administration) programme receive a holistic and resource-rich academic experience, equipping them with the analytical and technological skills necessary for public administration and policy research.

Assam Don Bosco University
DETAIL SYLLABUS OF
Masters of Arts in Public Administration

Credits of the Program

Semester	No. of Courses	Total Credits
1	6	18
2	6	26
3	6	18
4	5	18
Total		80

Course List

SEMESTER I				
Type of Course	Category	Course Code	Course Title	Credits
Theory	DC	PASE0001	State and its Elements	3
	DC	PAIA0002	Introduction to the Public Administration	3
	DC	PACD0003	Comparative and Development Administration	3
	DC	PAPP0004	Public Policy	3
	DE	PAEP0005	Engaged Policy and Governance Elective Group I	3
	DE	PAPF0027	Policy Formulation- Structures and processes Elective Group II	3
			Total Credits	
SEMESTER II				
Type of Course	Category	Course Code	Course Title	Credits
Theory	DC	PAAP0007	Administrative Theory and Principles	3
	DC	PAIA0008	Indian Administration	3
	DC	PAPP0009	Public Personnel Administration	3
	DC	PARM0010	Research Methodology	3
	DE	PAPI0033	Policy Implementation (PP) Elective Group I	3
	DE	PAOB0012	Organizational Behaviour (PP) Elective Group II	3
	Internship	Internship		Internship
		Total Credits		26
SEMESTER IV				
Type of Course	Category	Course Code	Course Title	Credit
Theory	DC	PADLO017	Decentralization and Local Governance	3
	DC	PAEG0018	E-Governance	3
	DE	PAPI0033	Policy Implementation (PP) ELECTIVE GROUP I	3
	DE		Tribal Development Policy in North East India	3
Project	DC	PADP6005	Dissertation – Phase II	6
Non Credit paper	Service Learning	PASLO200	Service Learning-(Community Engagement)	- -

	Total Credits		18
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SEMESTER III				
Type of Course	Category	Course Code	Course Title	Credits
Theory	DC	PABF0013	Budget and Financial Administration in India	3
	DC	PASW0014	Social Welfare Administration	3
	DC	PAEG0015	Environmental Governance	3
	DC	PACA0016	Citizens and Administration	3
	DE	PAPO0035	Policy Analysis ELECTIVE GROUP I	3
	DC	PADP6001	Dissertation – Phase I	3
Value Added Course - II		PADV0031	Data Management and Visualization	
Value Added Course - III		PAIG0023	Innovation in Governance	
Non-Credit Course	Service Learning	PASL0200	Service Learning-(Community Engagement)	
		Total Credits		18

DETAILED SYLLABUS

PASE0001: STATE AND ITS ELEMENTS

Credits: 3 (45 lectures) (45 Hours)

COURSE OUTCOMES

At the end of this course students are able to:

1. Trace the evolution and emerging perspectives of the State (Remembering & Understanding)
2. Understand the relationship between State, Society and Public Administration (Understanding)
3. Analyze the origin and changing role of the state (Analyzing)
4. Evaluate the Interface between Citizens and Administration (Applying)

Module – I (15 hours)

Evolution and Perspectives of the State: Origin of the State, the Theory of Divine Origin, Force Theory, Matriarchal and Patriarchal Theory, Social Contract Theory, Evolutionary Theory; Elements and Functions of State; Changing Role of the State; Liberal and Marxist Perspective of the State, Neo-liberal Perspective, and Gandhian Perspective; Autonomy of the indirect economy, and kindness economy. (REMOVED)

Module - II (10 hours)

Concepts: Liberty, Equality, Justice, Rights, and Sovereignty, Contemporary Issues, Political Culture & Political Development, Political Socialization. Understanding concepts of Public, Common Good, Welfare, Public Interest, Morality, Empathy, Efficiency and Effectiveness.

Module – III (10 hours)

Governmental structure: Various Forms of Government: Monarchy, Democracy, Oligarchy, Authoritarianism, and totalitarianism; Parliamentary & Presidential, Unitary & Federal.

Module - IV (10 hours)

Relationship between State, Society and Public Administration; People's Struggle for Democracy- Case Studies, Interface between Citizens and Administration; Political Parties, Pressure Groups, Electoral Reforms; Digital economy; Self-reliant theory. (REMOVED)

Suggested Readings

1. An Introduction to Political Theory, Gauba · 2009 Publisher: Macmillan Publishers India Limited
2. Political theory ideas and concepts by Sushila Ramaswamy, 2010, Publisher: PHI Learning
3. Institutional Theory in Political Science: 2nd Edition, B. Guy Peters, 2005
4. Political Theory: An Introduction, by Rajeev Bhargava, Ashok Acharya, Pearson Education India
5. Political Man, The Social Bases of Politics (Classic Reprint), 2017
6. Rawls, R.H. - A Theory of Justice
7. Sharma, U., Sharma, S.K. - Principles & Theory of Political Science

Mapping of COs to Syllabus

Course Outcomes	Module 1	Module 2	Module 3	Module 4
CO 1	H	L	L	L
CO 2	L	L	L	H
CO 3	H	L	L	L
CO 4	L	L	L	H

PAIA0002: INTRODUCTION TO THE PUBLIC ADMINISTRATION

Credits: 3 (45 lectures) (45 Hours)

COURSE OUTCOMES

At the end of this course students are able to:

1. Understand the meaning, nature and scope of Public Administration (Remembering & Understanding)
2. Comprehend the changing paradigms of Public Administration (Understanding)
3. Analyse the events that gave shape to the discipline (Analyzing)
4. Evaluate the concept of Good Governance and its implications (Applying)

Module – I (10 hours)

Meaning, nature, scope and significance of Public Administration; Relation with other disciplines of social sciences;

Module – II (10 hours)

Evolution of the discipline and its present status; Ecology, Public and Private Administration.

Module III (15 hours)

New Public Administration; Public Choice Theory; New Public Management; State vs. Market Debate (DELETED)

Module IV (10 hours)

Recent Developments in Public Administration; Challenges of Liberalization, Privatization and Globalization; Good Governance: concept and application; Good Governance indexes.

Suggested Readings

1. Henry, Nicholas - Public Administration And Public Affairs
2. Nigro, Felix, A. - Modern Public Administration
3. Dixit Manoj (et. al) - Public Administration
4. Awasthi & Maheshwari - Public Administration
5. Sharma & Sharma - Public Administration
6. Bhattacharya, M. - New Horizons of Public Administration
7. Bhambri, C.P. - Public Administration

Mapping of COs to Syllabus

Course Outcomes	Module 1	Module 2	Module 3	Module 4
CO 1	H	L	L	L
CO 2	L	H	M	M
CO 3	M	H	L	L
CO 4	L	M	L	H

PACD0003: COMPARATIVE AND DEVELOPMENT ADMINISTRATION

Credits: 3 (45 lectures) (45 Hours)

COURSE OUTCOMES

At the end of this course students are able to:

1. Understand the Concept, Nature, Scope and Significance of Comparative Public Administration (Remembering & Understanding)
2. Understand the ecological impact on the Public Administration (Understanding)
3. Analyze the problems of Comparative Research and development administration (Analyzing)
4. Evaluate the Changing pattern of Development Administration (Applying)

Module – I (15 hours)

Concept, Nature, Scope and Significance of Comparative Public Administration; Comparative Studies –Influence of Globalization; Public Administration and its Environment. Approaches to the study of Comparative Administration: Institutional, Behavioral, Structural-Functional, Ecological and Systems Approaches

Module – II (10 hours)

Fred Riggs's Typology of Societies and Features; Problems of Comparative Research; Salient Features of the administrative systems of UK, USA, France and Japan (DELETED)

Module – III (15 hours)

Genesis of Development Administration; Development Administration: Meaning, characteristics, Traditional Administration versus Development Administration; Administration of Development and Development of Administration; Politics of Development Administration.

Module – IV (05 hours)

Temporal and Spatial Dimensions of Development Administration; Changing pattern of Development; A critique of Development Administration

Suggested Readings

1. Arora, R.K.- Comparative Public Administration
2. Chaturvedi, T.N.- Comparative Public Administration
3. Chatterjee, S.K. - Development Administration
4. Sapru, R.K.- Development Administration
5. Riggs, F.W.- The Ecology of Public Administration
6. Sharma, S.K. - Development Administration in India
7. Bhattacharya, Mohit – Bureaucracy & Development Administration

Mapping of COs to Syllabus

Course Outcomes	Module 1	Module 2	Module 3	Module 4
CO 1	H	L	L	L
CO 2	L	H	L	L
CO 3	H	H	H	M
CO 4	L	L	L	H

PAPP0004: PUBLIC POLICY

Credits: -3 (45 lectures) (45 Hours)

COURSE OUTCOMES

At the end of this course students are able to:

1. CO1: Understand the public policy process (Remembering & Understanding)
2. CO2: Understand the Models and Trends of Public Policy in India (Understanding)
3. CO3: Analyze the issues related to Policy formulation; Implementation and evaluation (Analyzing)
4. CO4: Evaluate the public policies in India (Applying)

Module – I (10 hours)

Public Policy: Articulation, significance and approaches; Public Policy Process

Module – II (10 hours)

Public Policy and Globalization; Public Policy process in India; Models and Trends of Public Policy in India

Module-III (10 hours)

Policy formulation; Implementation; evaluation

Module –IV (15 hours)

Environmental Policy in India; Education Policy in India; Public Health Policy in India; MSME Policy of India.

Suggested Readings

1. Anderson, James E. - Public Policy making, Praeger, New York, 1975
2. Dror, Y. - Public Policy Making Re-examined, Chancellor, Pennsylvania, 1968
3. Sahani, P. - Public Policy Conceptual Dimensions, Kitab Mahal, Allahabad, 1987
4. Saigal, Krishna - Public Policy Making in India: An Approach to Optimisation, Vikas, New Delhi, 1983
5. Madan, K.D. et. al - Public Policy making in Government; Publication Division, Ministry of Information and Broadcasting, New Delhi, 1982
6. Bertch, Garg, K. Robert P. Clark and David M. Wood - Comparing Political System : Power and Policy in Three Worlds, Macmillan, New York, 1986
7. Sapru, R.K. - Public Policy Formulation, Implementation and Evaluation; Sterling, New Delhi, 2000

Mapping of COs to Syllabus

Course Outcomes	Module 1	Module 2	Module 3	Module 4
CO 1	H	M	L	L
CO 2	L	H	L	L
CO 3	M	M	H	L
CO 4	L	L	L	H

PAEP0005: ENGAGED POLICY AND GOVERNANCE

Credits: 3 (45 lectures) (45 Hours)

COURSE OUTCOMES

At the end of this course students are able to:

1. Understand the concept of Participatory Governance (Remembering & Understanding)
2. Understand the Pitfalls in Participatory Governance (Understanding)
3. Analyze the issues related to Community engagement at the Grassroots Level (Analyzing)
4. Evaluate Issues of local Engagement and Participation (Applying)

Module I (10 hours)

Participatory Governance: An Overview; The Rationale of Participation: Concepts and Challenges; New Governance Paradigm: The Emerging Partnerships/Engagement Initiatives

Module II: (10 hours)

Democracy, Social Inclusion and Development: Democracy and Development; Political Regimes, Political Participation and Social Inclusion; Innovations and Pitfalls in Participatory Governance

Module III: (10 hours)

Engaged Governance: Government Transparency in Policy Decisions; Engaging the Community at Grassroots Level; Electronic Platforms for Receiving and Implementing Public Input

Module IV: (15 hours)

Participatory Local Governance: Participatory Governance Toolkits; Measuring Engagement or Participation; Issues in Engagement and Participation; Case Studies a) Kudumbashree in Kerala, India b) Grameen Bank in Bangladesh c) Participatory Budgeting, Brazil d) Watershed Development Programme in Ralegansiddhi, India

Suggested Readings

1. Alexander, Jeffrey C. 2006. The Civil Sphere. New York: Oxford University Press.
2. Baiocchi, G., P. Heller, et al. 2011. Bootstrapping Democracy: Transforming Local Governance and Civil Society in Brazil. Stanford; Stanford University Press.
3. Barber, Benjamin. 1984. Strong Democracy: Participatory Politics for a New Age. Berkeley: University of California Press.

4. Boulding, C. and B. Wampler 2010. "Voice, Votes, and Resources: Evaluating the Effect of Participatory Democracy on Well-being." *World Development* 38(1): 125-135.
5. Bowler, S. and T. Donovan 2002. "Democracy, Institutions and Attitudes About Citizen Influence on Government." *British Journal of Political Science* 32(02): 371-390.
6. Diamond, L. J. 1999. *Developing Democracy: Toward Consolidation*. Baltimore, MD: Johns Hopkins University Press.
7. Fung A., E. Wright, et al. 2003. *Deepening Democracy: Institutional Innovations in Empowered Participatory Governance*. London: Verso Books.
8. Grindle, Merilee, 2007, *Going Local: Decentralization, Participation, and the Promise of Good Governance*. Princeton University Press.
9. Heller, P. 2000. "Degrees of Democracy: Some Comparative Lessons from India." *World Politics* 52(4): 484-519.
10. Isaac, T.M. Thomas and Patrick Heller. 2003. "Democracy and Development: Decentralized Planning in Kerala." In *Deepening Democracy: Institutional Innovations in Empowered Participatory Governance*. The Real Utopias Project IV. London: Verso.
11. Pateman, Carole. 1970. *Participation and Democratic Theory*. Cambridge: Cambridge University Press.
12. Sen, Amartya. 1999. *Development as Freedom*. Oxford: Oxford University Press.

Mapping of COs to Syllabus

Course Outcomes	Module 1	Module 2	Module 3	Module 4
CO 1	H	L	L	L
CO 2	L	H	L	L
CO 3	L	L	H	L
CO 4	L	L	L	H

PAAP0007: ADMINISTRATIVE THEORY AND PRINCIPLES (Core Course)

Credits: -3 (45 lectures) (45 Hours)

COURSE OUTCOMES

At the end of this course students are able to:

1. Trace the evolution theories of Public Administration (Remembering & Understanding)
2. Understand the principles of Public Administration (Understanding)
3. Analyze the State of Administrative Theory in 21st Century (Analyzing)
4. Evaluate the theory and practice of public administration (Applying)

Module – I (15 hours)

Classical Perspectives: Woodrow Wilson: The Politics Administration-Dichotomy; Scientific Management: Taylor and the Movement; Classical Theory: Fayol, Urwick, Gulick and others; Bureaucratic Theory: Weber and his critics. Human relations perspectives/post-classical theorists: Elton Mayo and others; Mary Parker Follett; Behavioural approach: Chester Barnard, Chris Argyris, Douglas McGregor, Rensis Likert; Organizational development and system approach.(REMOVED)

Module – II (10 hours)

Administrative Behaviour: Decision making – Herbert Simon; Communication; Control; Leadership Theories; Theories of Motivation: Abraham Maslow, Frederick Herzberg. Emerging theories: Geoffrey Vickers-Appreciative System; Warren Bennis-Changing Organizations; New Organisational Culture, Pertinence of Critical Theory, State of Administrative Theory in 21st Century (REMOVED)

Module-III (10 hours)

Basic Principles: Organization; Hierarchy; Unity of Command; Span of Control; Authority and Responsibility; Coordination; Centralization and Decentralization.

Module –IV (10 hours)

Delegation; Supervision; Line and Staff; Accountability and Control: Concept; Legislative Control; Executive Control; Judicial Control; Citizen and Administration; Role of Civil Society; People's participation; Right to information

Suggested Readings

1. Henry, Nicholas - Public Administration And Public Affairs
2. Taylor, Frederick W. - The Principles of Scientific Management
3. Etzioni, Amitai - Modern Organizations
4. Bendix R., Max Weber - An Intellectual Portrait
- 5.
6. Blau, Peter H. - Bureaucracy in Modern Society
7. Nigro, Felix, A. - Modern Public Administration
8. Dixit Manoj (et. al) - Public Administration
9. Sahni, Pardeep (et. al) - Administrative Theory
10. Awasthi & Maheshwari - Public Administration
11. Sharma & Sharma - Public Administration
12. Bhattacharya, M. - New Horizons of Public Administration
13. Bhambri, C.P. - Public Administration

Mapping of COs to Syllabus

Course Outcomes	Module 1	Module 2	Module 3	Module 4
CO 1	H	M	L	L
CO 2	L	H	L	L
CO 3	L	H	L	L
CO 4	M	M	M	H

PAIA0008: INDIAN ADMINISTRATION

Credits: -3 (45 lectures) (45 Hours)

COURSE OUTCOMES

At the end of this course students are able to:

1. Trace the evolution of Indian Administration (Remembering & Understanding)
2. Understand the Structure & Functions of Public Administration in India (Understanding)
3. Analyze the role of District Administration in 21st Century (Analyzing)
4. Evaluate the Relationship between Police and Public (Applying)

Module – I (10 hours)

Evolution of Indian Administration: Mauryan, Mughal & British Period and British Legacies to Indian Administration.

Module – II (10 hours)

Central Administration: Structure & Functions of Central Secretariat: Cabinet Secretariat, Cabinet Secretary, Prime Minister's Office (PMO)

Module-III (10 hours)

State Administration: Structure & Functions of State Secretariat, Chief Secretary; State Secretariat Vs Directorate; Divisional Administration & The Divisional Commissioner.

Module –IV (15 hours)

District Administration; District Collector: Powers, Functions & Role, Law and Order in DM-SSP & Commissionery System,

Relationship between Police and Public.

Suggested Readings

1. Maheshwari, S.R. - Indian Administration
2. Singh, Hoshiar - Indian Administration
3. Arora, R.K. & Goel. Rajni - Indian Public Administration
4. Johari, J.C. - Indian Govt & Politics
5. Maheshwari, S.R. - State Administration
6. Avasthi, A. & Avasthi, A.P. - Indian Administration
7. Fadia, B.L. & Fadia, Kuldeep - Public Administration in India
8. Singh, Hoshiyar and Singh, Mohinder - Public Administration in India
9. Basu, D.D. Introduction to the Constitution of India
10. Johari, J.C. - The Constitution of India
11. Ramchandran, Padma – Public Administration in India
12. Charabarty, Bidut& Chand, Prakash – Indian Administration

Mapping of COs to Syllabus

Course Outcomes	Module 1	Module 2	Module 3	Module 4
CO 1	H	L	L	L
CO 2	L	H	H	H
CO 3	L	L	L	H
CO 4	L	L	L	H

PAPP0009: PUBLIC PERSONNEL ADMINISTRATION

Credits: -3 (45 lectures) (45 Hours)

COURSE OUTCOMES

At the end of this course students are able to:

1. Trace meaning, nature, scope and significance of Public Personnel Administration (Remembering & Understanding)
2. Understand the recruitment process in civil services (Understanding)
3. Analyze the Role of Civil services in Developing Countries (Analyzing)
4. Evaluate the issues related to Administrative Ethics and Reforms (Applying)

Module – I (05 hours)

Public personnel administration: meaning, nature, scope and significance

Module – II (10 hours)

Civil Services – Structure, Recruitment and training; Promotion; Pay and service conditions; Position Classification; Public Service Commissions; Union and state.

Module-III (20 hours)

Role of Civil services in Developing Countries. Civil Services-Citizenry Interface: Civil Society and Administration; Technology and Changing Nature of Public Services; Ethics and Accountability (REMOVED)

Module –IV (10 hours)

Generalist and Specialist; Minister-Civil servant relationship; Administrative Ethics;(ADDED THE WORD ACCOUNTABILITY) AND Administrative Reforms.

Suggested Readings

1. Yoder, Dale - Personnel Management & Industrial Relations
2. Flippo, Edwin B. - Principles of Personnel management

3. Davar, Rustom S. - Personnel Management & Industrial Relations
4. Second Administrative Reforms Commission Report.
5. Monappa, Arun & Mirza, S.Saiyadain - Personnel Management.
6. Stahl, O Glenn - Public Personnel Administration
7. Hays, S.W. & Kearney, R.C. - Public Personnel
8. Goel, S.L. - Public Personnel Administration
9. Sinha, V.M. - Public Personnel Administration
10. P. N. Parashar- History and Problems of Civil Services in India
11. Yogendra Narain- Civil Services: Challenges And Resolutions
12. Abhay Prasad Singh & Krishna Murari - Constitutional Government and Democracy in India
13. S.K. Das - The Civil Services in India
14. Lohit Matani, Vishal - An Introduction to Civil Services
15. S.N. Singh - Politician Civil Servant Relationship and Public Administration in India
16. Sandeep Sharma- Indian Civil Service And Public Administration

Mapping of COs to Syllabus

Course Outcomes	Module 1	Module 2	Module 3	Module 4
CO 1	H	L	L	L
CO 2	L	H	L	L
CO 3	L	L	H	L
CO 4	L	L	L	H

PARM0010: RESEARCH METHODOLOGY

Credits: -3 (45 lectures) (45 Hours)

COURSE OUTCOMES

At the end of this course students are able to:

1. Trace the role of Research in Theory-building (Remembering & Understanding)
2. Understand the Scientific Methods in Social Science Research (Understanding)
3. Analyze the role Sampling and Sampling Techniques (Analyzing)
4. Evaluate trends of Research in Public Policy and Governance; (Applying)

Module – I (15 hours)

Social Science Research: Meaning, Objectives, Scope and Importance of Social Science Research, Normativity and Objectivity in Social Science Research; Distinction between Method and Methodology; Role of Research in Theory-building; Types of Research: Quantitative Research, Qualitative Research, Applied Research, Basic Research, Problem Oriented and Problem Solving.

Module – II (10 hours)

Scientific Methods in Social Science Research; Problem Formulation and Hypothesis; Identification of Variables, Concepts and Operationalization of Concepts; Hypothesis and Procedure of Hypothesis Testing and Estimation; Data: Sources- Primary and Secondary, Methods of Data Collection.

Module-III (15 hours)

Sampling and Sampling Techniques; Scales of Measurement: Measures of Central Tendency and Dispersion, Mean, Mode and Median, Standard Deviation, Correlation; Tools of Data Collection: Observation, Questionnaire, Interview Schedules; Processing and Analysis of Data; Research Design and Research Report Writing; Citation Pattern and Bibliography

Module –IV (05 hours)

Trends of Research in Public Policy and Governance; Ethics of Research in Public Administration; Use of Computers in Social Science Research.

Suggested Readings

1. L. Nagar and R. K. Das, Basic Statistics, New Delhi: Oxford University Press, 2000.
2. C. R. Kothari, Research Methodology: Methods and Techniques, New Delhi: Vishwa Prakashan, 1990.
3. David Dooley, Social Research Methods, (4th ed.), Upper Saddle River, NJ: Prentice Hall, 2001.
4. David E. Gray, Doing Research in the Real World, London: Sage Publications, 2004.
5. E. R. Babbie, The Basic of Social Research, (4th ed.), Australia: Thomson, 2007.

Mapping of COs to Syllabus

Course Outcomes	Module 1	Module 2	Module 3	Module 4
CO 1	H	L	L	L
CO 2	L	H	L	L
CO 3	L	L	H	L
CO 4	L	L	L	H

PAOB0012: ORGANIZATIONAL BEHAVIOUR

Credits: 3 (45 lectures) (45 Hours)

COURSE OUTCOMES

At the end of this course students are able to:

1. Understand the concepts and approaches to organizational behaviour (Remembering & Understanding)
2. Understand the concepts of Attitude, Personality and Motivation (Understanding)
3. Analyze the Stress Management and Organizational Change (Analyzing)
4. Evaluate resistance to Change (Applying)

Module I (10 hours)

Concepts and Approaches: Organisational Behaviour (OB) - Meaning and Concept, Traditional and Modern Approaches to OB; Typologies of Organisation, Genesis, Needs and Goals of OB; Challenges of Organisational Behaviour

Module II (15 hours)

Attitude, Personality and Motivation: Attitude- Concept, Factors in Attitude formation, Attitude and Behaviour; Personality: Concept, Theories and determinants, Personality and Behaviour; Motivation: Concept, Theories, Motivation and Behaviour, Motivational system and Incentives, Quality Work Life (QWL), Job Design and Motivation.

Module III (10 hours)

Stress Management and Organizational Change: Power and Politics - Concept, Significance, Concentration and Types of power, Reasons and Management of Organizational Politics.

Module IV (10 hours)

Stress Management: Concept, Causes and Effects of Stress, Coping Strategies; Organizational Change: Nature, Factors and Resistance to Change.

Suggested Readings

1. Kumar, Niraj. Organizational Behavior: A New Look Concept, Theory and Cases. New Delhi: Himalaya 2012.
2. Parikh, Margie and Rajen Gupta. Organisational Behaviour. McGraw Hill Education (India) Pvt Ltd, 2010.
3. Robbins Stephen P. Organizational Behavior 15 Paperback, New Delhi: Pearson 2013.
4. Prasad, L.M. Organizational Behavior. New Delhi: Sultan Chand and Sons, 2019.

5. Pershing, Sandra Parkes and Eric K. Austin. Organization Theory and Governance for the 21st Century. New Delhi: Sage, 2015.

Mapping of COs to Syllabus

Course Outcomes	Module 1	Module 2	Module 3	Module 4
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CO 1	H	L	L	H
CO 2	L	H	L	L
CO 3	L	L	H	L
CO 4	L	L	L	H

PABF0013: BUDGET AND FINANCIAL ADMINISTRATION IN INDIA

Credits: 3 (45 lectures) (45 Hours)

COURSE OUTCOMES

At the end of this course students are able to:

1. Understand the concept and significance of Budget (Remembering & Understanding)
2. Understand the Budget Policy orientation in India (Understanding)
3. Analyze the Budgetary Process in India (Analyzing)
4. Evaluate Central-State Financial Relations (Applying)

Module – I (10 hours)

Meaning, nature and scope of Financial Administration; Concept of Budget; Definitions of Budget; Significance of Budget; Types of Budget

Module – II (10 hours)

Budget Policy Orientation in India; Major actors in Budgetary Process in India

Module-III (10 hours)

Budget system in India; Budgetary Process in India; Financial Management in India;

Module –IV (15 hours)

Budget system reforms in India; Financial System reforms in India; Finance Commission; Central-State Financial Relations.

Suggested Readings

1. Lall. G.S. - Public Finance & Financial Administration in India
2. Mokherjee, S.S. - Financial Administration in India
3. Chand, Prem - Performance Budgeting
4. Handa, K.L. - Financial Administration
5. Sury, M. M. Government Budgeting in India
6. Geol, S.L. - Public Financial Administration
7. Thavaraj, M.J.K. - Financial Administration of India
8. Tyagi, B.P. - Public Finance
9. S.K. Mahajan and A.P. Mahajan: Financial Administration in India

Mapping of COs to Syllabus

Course Outcomes	Module 1	Module 2	Module 3	Module 4
CO 1	H	L	L	L
CO 2	L	H	L	L
CO 3	L	L	H	L
CO 4	L	L	L	H

PASW0014: SOCIAL WELFARE ADMINISTRATION

Credits: -3 (45 lectures) (45 Hours)

COURSE OUTCOMES

At the end of this course students are able to:

1. Understand the concept and significance of social welfare administration in India (Remembering & Understanding)
2. Understand the Social Welfare Administration in New Economic Order (Understanding)
3. Analyze the role of various agencies in social welfare administration (Analyzing)
4. Evaluate the role of International Agencies for Social Welfare (Applying)

Module – I (10 hours)

Social Welfare Administration: Meaning, Scope & Significance, Approaches/Models; Meaning, Social Welfare State-meaning; Social Change and Social Justice; Social Welfare Administration in New Economic Order; Social Welfare in Democratic and Authoritarian States.

Module – II (10 hours)

Social Welfare Administration at Union Level: Composition and Functions of Ministry of Social Justice and Empowerment; Ministry of Tribal Affairs; Ministry of Women and Child Development, Ministry of Minority Affairs; CSWB & SSWAB; Social welfare administration at the state level.

Module-III (15 hours)

Social Welfare Policies and Programmes for SC/ST, OBCs, Women, Child, Disabled and Aged at Central & State level; Composition and Functions of National Commission: for SC/ST, Women, Other Backward Classes and Minorities; Sub Plan strategies for Welfare of Weaker Section.

Module –IV (10 hours)

International Agencies for Social Welfare: Composition and Functions of UNESCO, UNICEF, ILO, WHO (with special reference to India).

Suggested Readings

1. Mukherjee, Radhakamal - Social Welfare Administration
2. Chaudhary, D.P. - A. Hand Book of Social Welfare
3. Sachdeva, D.R. - Social Welfare Administration
4. Prasad, R. - Encyclopedia of Social Welfare Administration
5. Shukla, K.S. - Social Welfare Administration in India
6. Chandra, Sushil - Social Work in Uttar Pradesh
7. Annual Reports of Ministry of Social Justice & Empowerment, Government of India.
8. Goel, S.L. - Social Welfare Administration.

Mapping of COs to Syllabus

Course Outcomes	Module 1	Module 2	Module 3	Module 4
CO 1	H	L	L	L
CO 2	H	L	L	L
CO 3	L	H	L	H
CO 4	L	L	L	H

PAEG0015: ENVIRONMENTAL GOVERNANCE

Credits: -3 (45 lectures) (45 hours)

COURSE OUTCOMES

At the end of this course students are able to:

1. Understand the concept of Global Environmental Governance (Remembering & Understanding)
2. Understand the Development and Environmental issues in India (Understanding)
3. Analyze the Impact of urbanization on Environment (Analyzing)
4. Evaluate the Urban Environmental Governance in India (Applying)

Module – I (10 hours)

Development – Environment Discourse; Global Environmental Governance

Module – II (15 hours)

Development and Environmental issues in India; Environmental Policy in India; Role of Judiciary in Environmental governance in India; Civil Society and Environmental protection in India

Module-III (10 hours)

Urban Environmental governance and politics in India; Impact of urbanization on Environment and Public Health.

Module –IV (10 hours)

Urban Environmental Governance: Major initiatives; Environmental politics in Urban India; Environmental Protection and Peoples right.

Suggested Readings

1. Ajith Sankar- Environmental Management
2. Bruckmeier, Karl - Global Environmental Governance: Social-Ecological Perspectives
3. Arild Vatn- Environmental Governance: Institutions, Policies and Actions
4. J.P. Evans - Environmental Governance
5. Jean-Frederic Morin, Amandine Orsini- Essential Concepts of Global Environmental Governance
6. Frank Biermann, Philipp H. Pattberg - Global Environmental Governance Reconsidered
7. Prakash Chand Kandpal- Environmental Governance in India: Issues and Challenges
8. Albert Breton- Environmental Governance and Decentralisation

Mapping of COs to Syllabus

Course Outcomes	Module 1	Module 2	Module 3	Module 4
CO 1	H	L	L	L
CO 2	L	H	L	L
CO 3	L	L	H	L
CO 4	L	L	L	H

PACA0016: CITIZENS AND ADMINISTRATION

Credits: -3 (45 lectures) (45 Hours)

COURSE OUTCOMES

At the end of this course students are able to:

1. Understand the Interaction between Citizens and Administration (Remembering & Understanding)
2. Understand the Preconditions for Citizens-centric Administration (Understanding)
3. Analyze the Mechanism for Redressal of Public Grievances (Analyzing)
4. Evaluate the Changing role of Citizens (Applying)

Module – I (10 hours)

Interaction between Citizens and Administration; Citizens' Perception about Administration

Module – II (10 hours)

Preconditions for Citizens-centric Administration; Peoples participation in India

Module-III (10 hours)

Administrative Accountability; Mechanism for Redressal of Public Grievances

Module –IV (15 hours)

Grievance Redressal Mechanism in India; Governance Discourse and the Changing Role of Citizens.

Suggested Readings

1. S. N. Sadasivan - Citizen and Administration
2. Nita Sanghvi - Administration and the Citizen
3. Citizen, Customer, Partner, Engaging the Public in Public Management, by John Clayton Thomas · 2014
4. Citizens and the New Governance: Beyond New Public Management, by Luc Rouban
5. Avasthi A & Maheshwari, S.R., Public Administration; Lakshmi Narain ' Agarwal: Agra.
6. Barnabas, A.P., Citizens' Grievances and Administration; IIPA, New Delhi.
7. Bhattacharya, Mohit, 1987. Public Administration-Structure, Process and Behaviour
8. Chaturvedi T.N. & Sadasivan S.N. (Eds), 1984. Citizen and Administration; IIPA: New Delhi.

Mapping of COs to Syllabus

Course Outcomes	Module 1	Module 2	Module 3	Module 4
CO 1	H	L	L	L
CO 2	L	H	L	L
CO 3	L	L	H	L
CO 4	L	L	L	H

PADL0017: DECENTRALIZATION AND LOCAL GOVERNANCE

Credits: -3 (45 lectures) (45 Hours)

COURSE OUTCOMES

At the end of this course students are able to:

1. Understand various approaches of decentralization (Remembering & Understanding)
2. Understand the concept of democratic decentralization (Understanding)
3. Analyze the implication of the 73rd and 74th Amendment Acts (Analyzing)
4. Evaluate the role of Peoples participation in Rural and Urban Development (Applying)

Module – I (10 hours)

Decentralization: The concept; the significance of decentralization; Approaches to Decentralization

Module – II (10 hours)

Types of Decentralization; Democratic decentralization and local governance in India

Module-III (10 hours)

Rural local government; Urban local government; Implication of 73rd and 74th Amendment Acts; Critical appraisal

Module –IV (15 hours)

Peoples participation in Rural and Urban development; Major Rural and Urban development programmes.

Suggested Readings

1. Pranab Bardhan, Dilip Mookherjee - Decentralization and Local Governance in Developing Countries – A Comparative Perspective
2. T. R. Raghunandan - Decentralisation and Local Governments: The Indian Experience
3. Rémi de Bercegol - Small Towns and Decentralisation in India: Urban Local Bodies in the Making
4. D. Rajasekhar, M Devendra Babu, R Manjula - Decentralisation in Contemporary India: Status, Issues and the Way Forward
5. Chandan Sengupta, Stuart Corbridge - Democracy, Development and Decentralisation in India: Continuing Debates

Mapping of COs to Syllabus

Course Outcomes	Module 1	Module 2	Module 3	Module 4
CO 1	H	L	L	L
CO 2	L	H	L	L
CO 3	L	L	H	L
CO 4	L	L	L	H

PAEG0018: E-GOVERNANCE

Credits: -3 (45 lectures) (45 Hours)

COURSE OUTCOMES

At the end of this course students are able to:

1. Understand Electronic Service Delivery mechanism (Remembering & Understanding)
2. Understand the Models of E-Governance (Understanding)

3. Analyze the Evolution in E-Governance (Analyzing)
4. Evaluate the significance of Technological Infrastructural Preparedness (Applying)

Module – I (10 hours)

Introduction to E-Government and E-Governance: Difference between E-Government and E-Governance; E-Government as Information System; Benefits of E-Government; E-Government Life Cycle; Online Service Delivery and Electronic Service Delivery; Evolution, Scope and Content of E-Governance; Present Global Trends of Growth in E-Governance

Module – II (15 hours)

Models of E-Governance: Introduction; Model of Digital Governance: Broadcasting / Wider Dissemination Model, Critical Flow Model, Comparative Analysis Model, Mobilization and Lobbying Model, Interactive – Service Model / Government-to- Citizen-to-Government Model (G2C2G); Evolution in E-Governance and Maturity Models: Five Maturity Levels; Characteristics of Maturity Levels; Towards Good Governance through E-Governance Models

Module-III (10 hours)

E-Government Infrastructure Development: Network Infrastructure; Computing Infrastructure; Data centres; E-Government Architecture; Interoperability Framework; Cloud Governance; E-readiness; Data System Infrastructure; Legal Infrastructural Preparedness; Institutional Infrastructural Preparedness; Human Infrastructural Preparedness; Technological Infrastructural Preparedness

Module –IV (10 hours)

Case Studies: E-Government Initiatives in USA, UK and India.

Suggested Readings

1. R.P. Sinha- E-governance in India: Initiatives and Issues
2. Prabhu- E-Governance: Concepts and Case Studies
3. Sri Ram Khanna- Digital Drive, E-governance and Internet Services in India: Quality Dimensions
4. Suri, P.K., Sushil - Strategic Planning and Implementation of E-Governance
5. Basandra, S.K - Computers Today Galgotia Publishers Pvt. Ltd
6. Bhatnagar S.S. - E-government: From Vision to Implementation
7. Bhattacharya, J. - E-gov2.0: policies, progress and technologies
8. Brien, J and Marakas G.M - Management Information System: India(TMh)
9. B. Srinivas - E-Governance Technique

Mapping of COs to Syllabus

Course Outcomes	Module 1	Module 2	Module 3	Module 4
CO 1	H	L	L	L
CO 2	L	H	L	L
CO 3	L	L	H	L
CO 4	L	L	L	H

Internship

Credits: -6 (90 Hours)

Every student shall undertake a research project work which has bearing on his/her area under the supervision and guidance of a faculty member. The preliminary work may begin in the third semester. The students are expected to complete the Literature Survey and Synopsis before going for data collection. The thesis is to be submitted to the

department before the date notified. The mode and components of evaluation and the weightages attached to them shall be published by the Department/Institute at the beginning of the 2nd semester.

PASL0200: SERVICE LEARNING

Course Code: Credits: 2 (30 lectures) (60 Hours)

COURSE OUTCOMES

At the end of this course students are able to:

1. Learn the concept of service learning and community engagement. (Remembering)
2. Understand the importance of service learning and community engagement for developing the skills of addressing real life issues in one's own community. (Understanding)
3. Develop an understanding of the importance of communication skills in interacting with community members. (Understanding)
4. Be exposed to and empathize with people who are less fortunate than they are, politically, economically, socially, academically etc. (Applying)
5. Organize awareness programmes, rallies, campaigns, social service etc. (Analysing)
6. Develop the skills of problem solving and reflective thinking. (Analysing)
7. Realize one's potentiality to make a difference in the life of their community members. (Evaluating)
8. Understand and experience various political and administrative issues that exist in the Society. (Evaluating)

Module I: Introduction to Service learning (10 hours)

Nature, Objectives, Historical Overview, Models, Qualities, Role of Higher Education Institutions (HEIs), Benefits, Challenges and Opportunities of Service Learning.

Module II: Social Responsibilities of HEIs (10 hours)

Understanding Social Responsibilities of HEIs, Community-University Engagement, Engaged Teaching, Research and Service, Principles for Community Engagement, Forms of Community Engagement, Community Based Participatory Research.

Module III: Understanding Rural Society (20 hours)

Rural Life Style, Rural Society, Rural Economy and Livelihood, Rural Institutions (Traditional Rural Organisations, Self-Help Groups, Panchayati Raj Institutions), Rural Development Programmes (Sarva Siksha Abhiyan, Beti Bachao Beti Padhao, Swatchh Bharat, Ayushman Bharat, MNREGA etc.).

Module IV: Practices for Service learning and Community (10 hours)

Internship, Community Mobilization, Awareness/Advocacy campaign, community meetings, rural reporting, case studies.

Suggested Readings

1. Berryman, S., and Bailey, T. (1992): *The Double Helix of Education and the Economy*. New York: The Institute on Education and the Economy, Teachers College, Columbia University.
2. Blum, R. E. (May 10, 1995): *Learning and Teaching: Our Work Together*. Draft Concept Paper. Portland, OR: Northwest Regional Educational Laboratory.
3. Carnevale, A.; Gainer, L.; and A. Meltzer. (1990): *Workplace Basics: The Essential Skills Employers Want*. San Francisco: Jossey-Bass Publishers.
4. Collins, A., Brown, J.S. and S. Newman. "Cognitive Apprenticeship: Teaching the Craft of Reading, Writing and Mathematics", in L.B. Renick (ed.) *Knowing Learning and Instruction: Essays in honour of Robert Glaser*. Hillsdale, Erlbaum. Druian, G., Owens, J. and S. Owen. "Experiential Education: Search for Common

5. Roots". in R. Kraft and Y. Kielomeier (eds.) *Experiential Learning in Schools and Higher Education*. Dubuque, IA: Kendall/Hunt Publishing Co. (1995), pp. 17-25.
6. Dukehart, L. (1994). *Community as Classroom: A Report Based on Presentations at the Work Now and in the Future 11 Conference*. 7th Portland, OR Northwest Regional Educational Laboratory.
7. Hamilton, S.F. (1990). *Apprenticeship for Adulthood: Preparing Youth for the Future*. New York: Free Press.
8. Zellidin, S. (1995). *School to Work and Youth Development: Identifying Common Ground*. Boston, MA: High.

Mapping of COs to Syllabus

Course Outcomes	Module 1	Module 2	Module 3	Module 4
CO 1	L	H	L	L
CO 2	L	H	L	L
CO 3	L	L	L	H
CO 4	L	L	H	H
CO 5	L	L	H	H

CO 6	L	L	L	H
CO 7	L	L	L	H
CO 8	H	H	H	H

PAPF0027: POLICY FORMULATION- STRUCTURES AND PROCESSES (PP)

Credits: 3 (45 Hours)

Course Outcomes:

At the end of this course, students would be able to:

CO1- Recall the basic concepts and types of public policy (Understanding).

CO2- Identify the role of different institution in policy formulation (Applying)

CO3- Examine the agencies involved in policy formulation process(Analysing)

Module I (15 Hours) Introduction to Public Policy

Meaning, Nature and Scope of Public Policy; Significance of Public Policy; Types of Policy; Public Policy and Public Administration; Policy Cycle.

Module II (15 hours)Policy Formulation Structures

Inter-Governmental Relations; Role of Legislature; Role of Executive; Role of Judiciary; Role of Bureaucracy; Challenges in Policy Formulation.

Module III (15 Hours) Policy Formulation Processes

Techniques of Policy Formulation; Approaches/ Models of Policy Formulation; Agencies involved in Policy Formulation; Informal Channels of Policy Formulation; Role of International Organizations.

References:

1. R.K Sapru, Public Policy: A Contemporary Perspective, Sage Publications India Pvt Ltd, 2017.
2. Bidyut Chakrabarty and Prakash Chand, Public Policy: Concept, Theory and Practice, Sage Publications India Pvt Ltd, 2016.
3. Maniram sharma, Public Policy in India, Mahaveer Publications, 2023.
4. Haridwar Shukla,Public Policy and Administration in India, Mahaveer Publications, 2021
5. Kuldeep Mathur, Public Policy and Politics in India, Oxford University Press, 2015
6. Ramesh Kumar Tiwari and Aasha Kapur Mehta, Public Policy and Administration, Gyan Publishing House 2012.
7. Christoph Knill and Jale Tosun, Public Policy: A New Introduction, Red Globe Press, London, 2020.

DE 3 : Elective Group II - Choose anyone

PAPP0030: PUBLIC POLICY IN INDIA (PP)

Credits: 3 (45 Hours)

Course Outcomes:

At the end of this course students are able to:

CO 1: Recall the various stages and determinants of public policy(Remembering). CO

- 2: Explain the various determinants of Public Policy (Understanding)
CO 3: Identify India's developmental policies (Applying).
CO 4: Examine the policies for weaker and marginalized sections (Analysing).

Module I (15 Hours): Introduction to Public Policy in India

Historical perspectives and developments of Public Policy (Five Year Plans); Socio-economic and political determinants of Public Policy; Technology and Public Policy; Ethics in Public Policy

Module II (15 Hours) India's Developmental Policies

Education Policy; Health Policy; Environmental Policy; IT Policy; Economic Policy.

Module III (15 Hours) Policies for Weaker and Marginalized Sections

Tribal Development; Children Welfare; Women Empowerment; Policies for Senior Citizens; Transgender Inclusion;

References:

1. Rajesh Chakrabarti and Kaushiki Sanyal, Public Policy in India, Oxford University Press, 2016.
2. Bidyut Chakrabarty and Prakash Chand, Public Policy: Concept, Theory and Practice, Sage Publications India Pvt Ltd, 2016.
3. Maniram sharma, Public Policy in India, Mahaveer Publications, 2023.
4. Haridwar Shukla, Public Policy and Administration in India, Mahaveer Publications, 2021
5. Kuldeep Mathur, Public Policy and Politics in India, Oxford University Press, 2015
6. Veerendra Mishra, Transgenders in India: An Introduction, Taylor and Francis Group, Routledge Publications, 2023.
7. John Baldock et. al., Social Policy, London: Oxford University Press, 2011.

PADV0031: DATA MANAGEMENT AND VISUALIZATION

Credits: 2 (L.T.P 1-0-1) 15+30 hours

Course Outcomes:

At the end of this course, students would be able to:

- CO 1: Exhibit a basic understanding of data management and visualization (Understanding)
CO 2: Apply knowledge of data management and visualization to solve a business problem. (Applying)

Module – I Data Management & Visualisation:

Meaning and significance of data management; Data Management Platforms and software.

Meaning and significance of data visualization; Data Visualization tools and software.

Module -II Data Management & Visualisation – Practical:

SAS - Statistical Analysis System

Visualization software (Tableau, Excel, Power BI)

Suggested Reading:

1. Strengtholt, Piethein. Data Management at Scale. N.p., O'Reilly Media, 2020.
2. International, Dama. DAMA-DMBOK: Data Management Body of Knowledge. United States, Technics Publications, 2017.
3. Data Visualization: Trends and Challenges Toward Multidisciplinary Perception. Germany, Springer Nature Singapore, 2020.
4. Grant, Robert. Data Visualization: Charts, Maps, and Interactive Graphics. United States, CRC Press, 2018.

Mapping of COs to Syllabus

	Module 1	Module 2	Module 3	Module 4
CO 1	H	H		
CO 2			H	H

PAPI0033: POLICY IMPLEMENTATION (PP)

Credits: 3 (45 Hours)

Course Outcome:

At the end of this course students are able to:

CO 1: Explain the policy implementation system, models and approaches (Understanding).

CO 2: Identify policy implementation techniques and challenges (Applying).

CO 3: Examine the impact of public policy through case studies (Analysing).

Module I (15 Hours) Policy Implementation System

Policy Implementation as a Concept; Systems and Issues of Policy Implementation; Approaches/ Models in Policy Implementation;

Module II (15 Hours) Implementation Techniques

Conditions for Successful Implementation of Public Policy; Agencies in Policy Implementation; Challenges in Policy Implementation.

Module III (15 Hours) Case Studies in Policy Implementation

Suggested areas- Education, Health, Tribal Development, Weaker Sections. Evaluation and Feedback: Monitoring and Social Audit.

Suggested Readings

1. Bidyut Chakrabarty and Prakash Chand, Public Policy: Concept, Theory and Practice, Sage Publications India Pvt Ltd, 2016.
2. Christoph Knill and Jale Tosun, Public Policy: A New Introduction, Red Globe Press, London, 2020.
3. Paul Cairney, Understanding Public Policy: Theories and Issues, Red Globe Press, London, 2020
4. Jaideep Singh, Case Studies in Public Administration, Indian Institute of Public Administration, 1983.
5. Maniram sharma, Public Policy in India, Mahaveer Publications, 2023.
6. Haridwar Shukla, Public Policy and Administration in India, Mahaveer Publications, 2021.
7. Kuldeep Mathur, Public Policy and Politics in India, Oxford University Press, 2015

PAPO0035: POLICY ANALYSIS (PP)

Credits: 3 (45 Hours)

Course Outcome:

At the end of this course students are able to:

CO 1: Explain the basic concept and framework of policy analysis (Understanding)

CO 2: Identify methods and techniques of Policy Analysis (Applying).

CO 3: Examine the various issues involved in policy analysis (Analyzing).

Module I (15 Hours) Introduction to Policy Analysis

Meaning of Policy Analysis; Stages in Policy Analysis; Types of Policy Analysis; A Framework of Public Policy Analysis in Indian Context.

Module II(15 Hours)

Policy Analysis Scenario: Policy Sciences: Nature, Scope and Utility; Methods and Techniques of Policy Analysis; Civil Societies and democratization of Policy Analysis;

Module III (15 Hours)

Issues in Policy Analysis: Ethics in Policy Analysis, Key elements of Policy Analysis (Stuart S. Nagel); The major Dimensions of policy analysis; Policy Analysis and Emerging Crisis

References:

1. Jean Dreze, Social Policy, New Delhi: Orient Blackswan Private Limited, 2016.
2. V. K. Agnihotri, Public Policy: Analysis and Design, Concept Publishing Company, 1995.
3. Rachel Meltzer and Alex Schwartz, Policy Analysis as Problem Solving: A Flexible and Evidence-Based Framework, Routledge, 2018.
4. Bidyut Chakrabarty and Prakash Chand, Public Policy: Concept, Theory and Practice, Sage Publications India Pvt Ltd, 2016.
5. Kuldeep Mathur, Public Policy and Politics in India, Oxford University Press, 2015
6. Ramesh Kumar Tiwari and Aasha Kapur Mehta, Public Policy and Administration, Gyan Publishing House 2012.
7. Rajesh Chakrabarti and Kaushiki Sanyal, Public Policy in India, Oxford University Press, 2012.