

गोंय विद्यापीठ

ताळगांव पठार,

गोंय - ४०३ २०६

फोन : +९१-८६६९६०९०४८



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(Accredited by NAAC)

GU/Acad -PG/BoS -NEP/2025-26/184

Date: 27.06.2025

CIRCULAR

The Academic Council & Executive Council of the University has approved Ordinance OA-35A relating to PG Programmes offered at the University campus and its affiliated Colleges based on UGC 'Curriculum and Credit Framework for Postgraduate Programmes'. Accordingly, the University has proposed introduction of Ordinance OA-35A from the Academic year 2025-2026 onwards.

The Programme structure and syllabus of Semester I and II of the **Master of Arts in Public Administration** Programme approved by the Academic Council in its meeting held on 13th & 14th June 2025 is attached.

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

(Ashwin V. Lawande)
Deputy Registrar – Academic

To,

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

Copy to:

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

GOA UNIVERSITY

Master of Arts in Public Administration

(Effective from the Academic year 2025-26)

ABOUT THE PROGRAMME

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

OBJECTIVES OF THE PROGRAMME

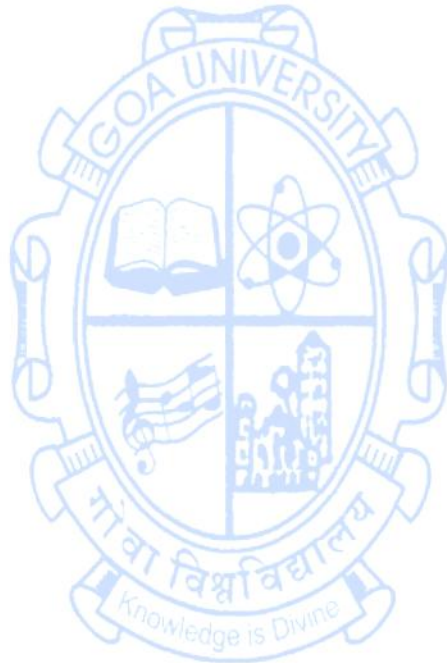
1. Comprehensive theoretical understanding
2. Proficiency in policy analysis
3. Leadership and management competencies
4. Development planning and implementation skills
5. Research and analytical skills
6. Critical evaluation and synthesis

PROGRAMME SPECIFIC OUTCOMES (PSO)

PSO 1.	By the end of the programme the students will demonstrate a deep understanding of the diverse theoretical frameworks underpinning public administration and governance and will be able to apply these theories critically to analyze and address complex administrative challenges.
PSO 2.	The students will demonstrate advanced skills in analyzing and evaluating public policies using both qualitative and quantitative research methods, enabling them to provide evidence-based recommendations for policy improvement.
PSO 3.	The students will possess leadership and management competencies necessary for effective administration in public organizations, including strategic planning, decision-making, and team management, coupled with an understanding of ethical practices in public administration.

PSO 4.

The students will demonstrate the ability to design, implement, and evaluate development plans that prioritize equity, inclusivity, and environmental sustainability, thereby contributing to balanced and inclusive socio-economic progress.



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

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

SEMESTER I				
Discipline Specific Core (DSC) Courses (16 credits)				
Sr. No.	Course Code	Title of the Course	Credits	Level
1	PAD-5000	Administrative Thought	04[T]	400
2	PAD-5001	Public Finance and Financial Administration	04[T]	400
3	PAD-5002	Political Economy of India	04[T]	400
4	PAD-5003	Indian Administration	04[T]	400
Total Credits for DSC Courses in Semester I			16	
Discipline Specific Elective (DSE) Course (4 credits)				
Sr. No.	Course Code	Title of the Course	Credits	Level
1	PAD-5201	Public Personnel Administration	04[T]	400
2	PAD-5202	Development Administration	04[T]	400
3	PAD-5203	Social Systems and Welfare Administration	04[T]	400
4	PAD-5204	Urban Policy and Planning	04[T]	400
Total Credits for DSE Courses in Semester I			4	
Total Credits in Semester I			20	

SEMESTER II				
Discipline Specific Core (DSC) Courses				
Sr. No.	Course Code	Title of the Course	Credits	Level
1	PAD-5004	Comparative Public Administration	04[T]	500
2	PAD-5005	Administrative Thought	04[T]	500
3	PAD-5006	Governance: Theories and Concepts	04[T]	500
4	PAD-5007	Public Policy	04[T]	500
Total Credits for DSC Courses in Semester II			16	
Discipline Specific Elective (DSE) Courses (4 credits)				
Sr. No.	Course Code	Title of the Course	Credits	Level
1	PAD-5205	International Political Economy	04[T]	400
2	PAD-5206	Gender, Development and State	04[T]	400
3	PAD-5207	Local Governance in India	04[T]	400
Total Credits for DSE Courses in Semester II			4	
Total Credits in Semester II			20	

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

BRIDGE COURSES

Title of the Course	Introduction to Public Administration	
Course Code	PAD-1000	
Number of Credits	2T	
Theory/Practical	Theory	
Level	100	
Effective from AY	2025-26	
New Course	Yes	
Bridge Course/ Value added Course	Yes	
Course for advanced learners	No	
Pre-requisites for the Course:	Nil	
Course Objectives:	<ol style="list-style-type: none"> 1. To introduce students to the meaning, scope, significance and evolution of Public Administration as a discipline. 2. To familiarize students with fundamental concepts of Public Administration. 3. To make students acquaint with major administrative theories and approaches that have shaped public organizational thinking. 	
Course Outcomes:	At the end of the course the students will be:	Mapped to PSO
	CO 1. Students will understand the historical roots, scope, and relevance of Public Administration and distinguish it from private management.	PSO 1
	CO 2. Students will gain a foundational understanding of concepts of Public Administration	PSO 2

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

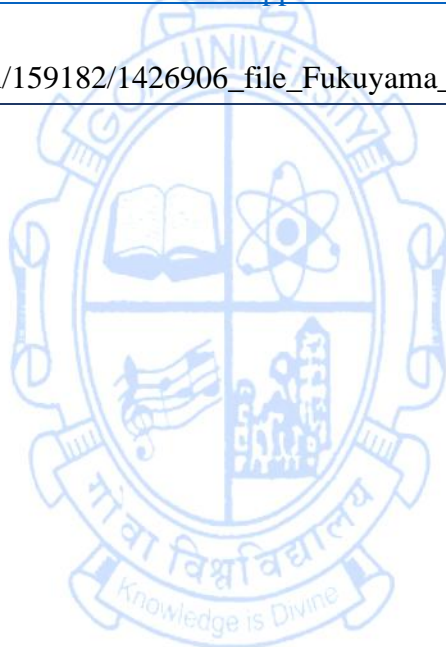
	3.6 Systems Approach			
Pedagogy:	Interactive lectures, Case studies and group discussions, Flip classroom method.			
Texts:	<ol style="list-style-type: none"> 1. Arora, R. K., & Goyal, R. (2022). <i>Indian public administration: Institutions and issues</i> (4th ed.). New Age International. 2. Bhattacharya,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

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

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

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

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

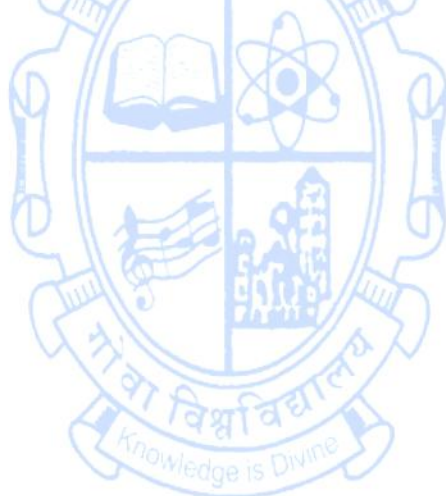


Title of the Course	Introduction to Public Finance
Course Code	PAD-1002
Number of Credits	2T
Theory/Practical	Theory
Level	100
Effective from AY	2025-26
New Course	Yes
Bridge Course/ Value added Course	Yes
Course for advanced learners	No

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

	CO 3. Students will evaluate public expenditure patterns, budgetary processes, and accountability mechanisms including PFMS, social audit, and institutional oversight.		PSO 3	
Content:		No of hours	Mapped to CO	Cognitive Level
Module 1:	1.1 Nature, Scope, and Importance of Public Finance	10	CO1	K1, K2
	1.2 Public Goods, Market Failures, and Government Intervention			
	1.3 Contemporary Issues: Debt, Deficit, and Fiscal Sustainability		CO1, CO4	K3, K5
Module 2:	2.1 Sources of Public Revenue: Tax and Non-Tax	10	CO2	K3
	2.2 Principles and Canons of Taxation		CO4	K4
	2.3 Tax Policy Design: Progressivity, Efficiency, and Equity		CO4	K5
	2.4 Tax Reforms in India: GST and Direct Tax Regimes			
Module 3:	3.1 Growth and Classification of Public Expenditure	10	CO2	K3
	3.2 Budgetary Process: Preparation, Authorization, Execution, and Evaluation		CO2, CO5	K4
	3.3 Performance and Outcome Budgeting		CO5	K5
	3.4 Public Financial Management System (PFMS) and Social Audit		CO6	K5, K6
	3.5 Audit Institutions: CAG and Legislative Oversight		CO5	K5
Pedagogy:	Interactive lectures, Expert talks by practitioners, Case studies and group discussions, Analysis of government reports and policy documents.			
References/ Readings:	<ol style="list-style-type: none"> Burkhead, J. (1956). Government Budgeting. New York: Wiley Sons. Chand, P. (2010). Control of Public Expenditure in India (2nd edition). New Delhi: Allied Publishers. Chand, P. (2010). Performance Budgeting (2nd edition). New Delhi: Allied Publishers. Goel, S. L. (2011). <i>Public Financial Administration</i>. Deep & Deep Publications. 			

	<p>5. H.L. Bhatia (2021). <i>Public Finance</i>. Vikas Publishing House.</p> <p>6. Lekhi, R.K. (2020). <i>Public Finance</i>. Kalyani Publishers.</p> <p>7. R.A. Musgrave & P.B. Musgrave (2017). <i>Public Finance in Theory and Practice</i>. McGraw Hill Education.</p>
Web Resources:	<p>1. Department of Economic Affairs: Indian Public Finance Statistics https://dea.gov.in/indian-public-finance-statistics</p> <p>2. NITI Ayog: Public Finance and Policy Analysis https://www.niti.gov.in/verticals/public-finance-and-policy-analysis</p> <p>3. Ministry of Finance: Department of Expenditure https://doe.gov.in/public-finance-central</p>





SEMESTER I

Discipline Specific Core Courses

Title of the Course	Administrative Thought
Course Code	PAD-5000
Number of Credits	4T
Theory/Practical	Theory
Level	400
Effective from AY	2025-26
New Course	No
Bridge Course/ Value added Course	No
Course for advanced learners	No

Pre-requisites for the Course:	Nil
Course Objectives:	<ol style="list-style-type: none">1. To introduce students to the meaning, scope, and evolution of Public Administration as a discipline.2. To familiarize students with foundational concepts of organizational structure and administration.3. To provide knowledge and tools for understanding management processes and administrative behavior.4. To develop critical insights into accountability systems and citizen-administration engagement.

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

	3.3 Communication – Concept, Process and Barriers			
	3.4 Supervision and Coordination – Techniques and Application			K3, K4, K5
Module 4:	4.1 Accountability of Administration – Legislative, Executive and Judicial	15	CO4	K4
	4.2 Citizen and Administration Interface – Concept and Philosophy			
	4.3 Citizen Charter and Administrative Reforms – Concepts and Philosophy			
	4.4 Good Governance – Concept, Application and Rationale			K5, K6
Pedagogy:	Interactive lectures, Expert talks by practitioners, Case studies and group discussions, Analysis of government reports and policy documents.			
Texts:	<ol style="list-style-type: none"> 1. Awasthi and Maheshwari (2017). Public Administration. Agra: Lakshmi Narain Agarwal Educational Publishers. 2. Bhambri, C. P. (2010). Public Administration Theory and Practice (21st ed.). Meerut: Educational Publishers. 3. Bhattacharya, M. (2000). Public Administration. Calcutta: World Press. 4. Bhattacharya, Mohit (2016). New Horizons of Public Administration. New Delhi: Jawahar Publishers 5. Denhardt, Robert B. & Denhardt, Janet V. (2000). The New Public Service: Serving Rather than Steering. Public Administration Review. 60(6): 549-559 6. Drucker, P. F. (1999). Management: Tasks, Responsibilities, Practices. Bombay: Allied Publishers. 7. Etzioni, A. (1995). Modern Organizations. New Delhi: Prentice Hall. 8. Fadia, B.L. and Fadia, Kuldeep (2017). Public Administration in India. Agra: Sahitya Bhawan. 9. Government of India Second Administrative Reforms Commission. (2008). First Report: Ministry of Personnel, Public Grievances and Pensions, Department of Administrative Reforms and Public Grievances, New Delhi 10. Henry, N. (2012). Public Administration and Public Affairs (12th ed.). New Jersey: Prentice Hall. 11. Hersey, P., & Blanchard, K. H. (2007). Management of Organisational Behaviour (5th ed.). New Delhi. 12. Peters G. & Pierre J. (2012). The Sage Handbook of Public Administration. London: Sage Publication 13. Polinaidu, S. (2014). Public Administration. New Delhi: Galgotia Publications 14. Robinson, Mark (2015). From Old Public Administration to the New Public Service – Implication for Public Sector Reform in Developing Countries. Singapore: UNDP Global Centre for Public Service Excellence 			

	15. Sharma, M.P. and Sadana, B.L. (2010). Public Administration in Theory and Practice. New Delhi: Kitab Mahal.
References/ Readings:	<ol style="list-style-type: none"> 1. Osborne, D., & Gaebler, T. (1993). Re-inventing Government: How the Entrepreneurial Spirit is Transforming the Public Sector. New York: Addison Wesley. 2. Sahni, P., Vayunandan, E. (2009). Administrative Theory. India: PHI Learning. 3. Shafritz, J. M., Russell, E. W., & Borick, C. P. (2021). Introducing Public Administration (10th ed.). Routledge. 4. Stillman, R. J. (2020). Public Administration: Concepts and Cases (10th ed.). Cengage Learning. 5. Nigro, F. A., & Nigro, C. (1989). Modern Public Administration (7th ed.). New York: Lloyd Harper and Row.
Web Resources:	<p>https://www.epw.in/</p> <p>https://darpg.gov.in/en/arc-reports</p> <p>https://ncgg.org.in/sites/default/files/2024-01/GGI_2020-21.pdf</p>



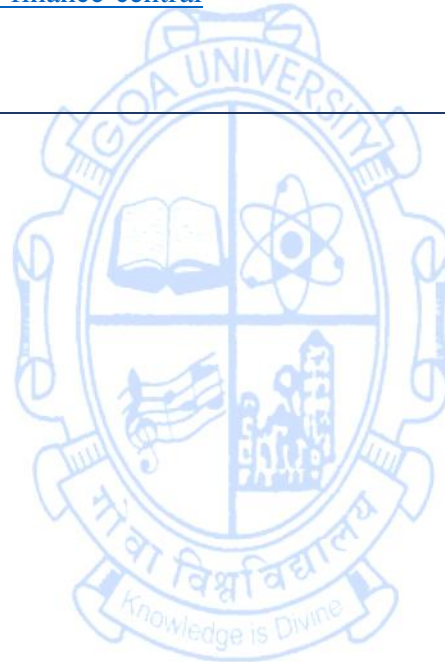
Title of the Course	Public Finance and Financial Administration	
Course Code	PAD-5001	
Number of Credits	4T	
Theory/Practical	Theory	
Level	400	
Effective from AY	2025-2026	
New Course	No	
Bridge Course/ Value added Course	No	
Course for advanced learners	No	
Pre-requisites for the Course:	Nil	
Course Objectives:	<ol style="list-style-type: none"> 1. To enable students to understand the fundamental concepts and importance of public finance and public financial administration. 2. To familiarize students with various types of budgeting systems and their role in financial administration and public policy, with a special focus on the Indian budgeting process. 3. To provide students with an understanding of the institutional framework of public financial administration in India 4. To introduce students to the mechanisms of financial accountability and control in India, including the role of audit, legislative oversight, and the importance of monetary and fiscal policy. 	
Course Outcomes:	By the end of the course, students will be:	Mapped to PSO
	CO 1. Able to critically analyze the structure and functioning of public finance in India, assess taxation systems and reforms, and evaluate the role of various fiscal tools in resource mobilization and budgetary management.	PSO 1

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

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

Web Resources:

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



Title of the Course	Political Economy of India	
Course Code	PAD-5002	
Number of Credits	4T	
Theory/Practical	Theory	
Level	400	
Effective from AY	2025-26	
New Course	No	
Bridge Course/ Value added Course	No	
Course for advanced learners	No	
Pre-requisites for the Course:	Nil	
Course Objectives:	<ol style="list-style-type: none"> 1. To introduce students to the foundational concepts in political economy by exploring classical and contemporary economic theories and their application in governance models. 2. To examine the historical and contemporary shifts in agrarian and industrial policies in India, focusing on land reforms, agricultural transitions, economic liberalization, and their socio-economic implications. 3. To critically examine the role of social movements, civil society, and public policy in promoting social inclusion and addressing governance challenges in India. 4. To examine contemporary policy challenges in India's political economy, including resource governance, digital inclusion, financial sector reforms, and evolving development strategies. 	
Course Outcomes:	At the end of the course students will be able to:	Mapped to PSO
	CO 1. Define and explain key concepts of political economy, tracing its evolution across classical and contemporary paradigms.	PSO 1

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

	2.5 Economic Liberalization & Labor Market Shifts – 1991 reforms, privatization, informal sector challenges,			
Module 3:	3.1 Social Movements in India – Tribal movements, women's movements, Dalit activism	15	CO 4, CO 5	K4, K5
	3.2 Environmental Movements & Policy Responses – Chipko movement, anti-dam movements, sustainability policies			
	3.3 Civil Society & Advocacy in Policy Making – Role of NGOs, RTI activism, grassroots advocacy			
	3.4 Public Policy for Social Inclusion – Reservations, labor rights, gender-focused interventions			
	3.5 Governance Challenges in Inclusive Development – Bureaucratic hurdles, judicial interventions, administrative policy failures			
Module 4:	4.1 Water Conflicts & Resource Governance – Inter-state disputes, legal & administrative responses	15	CO4, CO6	K5, K6
	4.2 Food Security & Policy Challenges – PDS efficiency, National Food Security Act, nutrition programs			
	4.3 Digital Divide & E-Governance – Rural connectivity gaps, digital governance strategies			
	4.4 Banking Sector Challenges – NPAs, financial inclusion, governance failures			
	4.5 Future of India's Political Economy – Atmanirbhar Bharat, globalization trends, policy innovations			
Pedagogy:	Lectures and Discussions, Case Study Analysis, Field-based Learning, Collaborative Learning, Problem-based Learning, Technology-enabled Learning			
Texts:	<ol style="list-style-type: none"> 1. Bardhan, P. (1998). <i>The Political Economy of Development in India</i>. Oxford University Press. 2. Kohli, A. (2004). <i>State-Directed Development: Political Power and Industrialization in the Global Periphery</i>. Cambridge University Press. 			

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

Title of the Course	Indian Administration	
Course Code	PAD-5003	
Number of Credits	4T	
Theory/Practical	Theory	
Level	400	
Effective from AY	2025-26	
New Course	No	
Bridge Course/ Value added Course	No	
Course for advanced learners	No	
Pre-requisites for the Course:	Nil	
Course Objectives:	<ol style="list-style-type: none"> 1. To enable students to gain conceptual, and historical understanding of the Indian Administrative System. 2. To provide a detailed understanding of the constitutional framework of India. 3. To examine the composition, functions, and interrelations of the Union and State Executives, including the President, Prime Minister, Governor, and Chief Minister, and their role in policy implementation. 4. To analyse contemporary issues and challenges in the functioning of Indian administrative institutions. 	
Course Outcomes:	At the end of the course students will be able to:	Mapped to PSO
	CO 1. Demonstrate a nuanced understanding of the evolution and foundational principles shaping the Indian administrative system.	PSO1
	CO 2. Interpret the key features and implications of the constitutional provisions guiding administrative processes in India.	PSO1

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

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



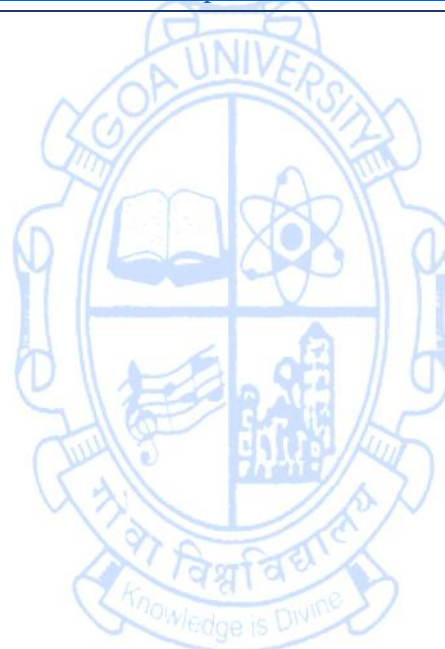
Discipline Specific Elective Courses

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

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

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

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



Title of the Course	Development Administration	
Course Code	PAD-5202	
Number of Credits	4T	
Theory/Practical	Theory	
Level	400	
Effective from AY	2025-2026	
New Course	Yes	
Bridge Course/ Value added	No	
Course for advanced learners	No	
Pre-requisites for the Course:	Nil	
Course Objectives:	<ol style="list-style-type: none"> 1. To introduce students to the foundational concepts, theories, and models of development administration and its evolution as a field of study and practice. 2. To enable students to understand the interconnections between governance, bureaucracy, environment, organizational change, and public management in the context of development, with emphasis on collaborative approaches like Public-Private Partnerships. 3. To familiarize students with key dimensions of development, including human development, sustainability, participation, and equity, through frameworks like the Human Development Index and Sustainable Development Goals. 4. To examine contemporary challenges and dimensions of development administration, including inclusivity, globalization, gender perspectives, and the role of non-state actors. 	
Course Outcomes:	At the end of the course students will be able to:	Mapped to PSO

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

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

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

Title of the Course	Social Systems and Welfare Administration	
Course Code	PAD-5203	
Number of Credits	4T	
Theory/Practical	Theory	
Level	400	
Effective from AY	2025-26	
New Course	No	
Bridge Course/ Value added Course	No	
Course for advanced learners	No	
Pre-requisites for the Course:	Nil	
Course Objectives:	<ol style="list-style-type: none"> 1. To examine the interdisciplinary nature of Public Administration with a focus on the sociological foundations of social structure, stratification, and norms. 2. To understand the historical and theoretical frameworks of social change and their application to contemporary Indian society and tensions. 3. To analyze the evolution and role of the welfare state in India, including constitutional visions and administrative structures supporting social justice. 4. To critically assess key social legislations and welfare programs aimed at promoting equity, development, and inclusion for marginalized and vulnerable groups. 	
Course Outcomes:	At the end of the course students will be able to:	Mapped to PSO
	CO 1. Apply sociological concepts to understand the relevance and functioning of public administration in a diverse society.	PSO 1

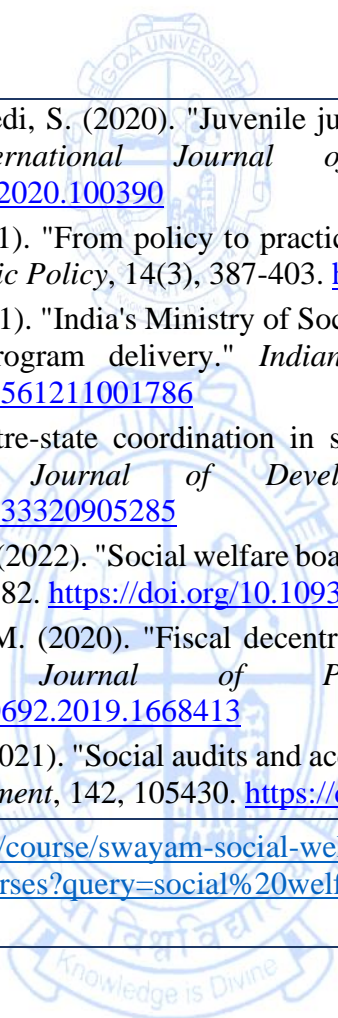
	CO 2. Gain insights into the dynamics of social change and the challenges posed by regionalism, communalism, and violent class struggles in India.		PSO 1, PSO 4
	CO 3. Develop the ability to evaluate the effectiveness of social policies and legal frameworks such as the Domestic Violence Act and Juvenile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

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

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

4. Singh, R. (2020). "Caste and class intersectionality in access to public services: Evidence from rural India." *Economic and Political Weekly*, 55(32), 45-52. <https://www.epw.in/journal/2020/32/special-articles/caste-and-class-intersectionality-access-public-services.html>
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9. Patel, V., & Bhattacharyya, R. (2022). "Regionalism and federalism: Administrative challenges in balancing national unity and regional autonomy in India." *Regional & Federal Studies*, 32(1), 73-91. <https://doi.org/10.1080/13597566.2021.1891983>
10. Mukherjee, S., & Roy, D. (2020). "Administrative responses to left-wing extremism in India: A critical analysis of counter-insurgency and development approach." *Terrorism and Political Violence*, 32(7), 1531-1550. <https://doi.org/10.1080/09546553.2018.1527195>
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12. Thorat, S., & Madheswaran, S. (2021). "Reservation policy for social justice: Implementation challenges and administrative responses." *Economic and Political Weekly*, 56(8), 43-51. <https://www.epw.in/journal/2021/8/special-articles/reservation-policy-social-justice.html>
13. Krishnan, K., & Subramaniam, M. (2022). "Implementation gaps in Protection of Women from Domestic Violence Act: Administrative challenges and solutions." *Indian Journal of Gender Studies*, 29(1), 27-46. <https://doi.org/10.1177/09715215211066492>

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



Title of the Course	Urban Policy and Planning	
Course Code	PAD-5204	
Number of Credits	4T	
Theory/Practical	Theory	
Level	400	
Effective from AY	2025-26	
New Course	No	
Bridge Course/ Value added Course	No	
Course for advanced learners	No	
Pre-requisites for the Course:	Nil	
Course Objectives:	<ol style="list-style-type: none"> 1. To equip students with a comprehensive understanding of foundational concepts, classical and contemporary theories of urbanization 2. To enable students to identify, compare, and evaluate urbanization trends and patterns across developed and developing nations. 3. To familiarize students with major urban policies, planning frameworks, and citizen participation models in India and globally. 4. To critically engage with major urban challenges and inequalities. 	
Course Outcomes:	At the end of the course students will be able to:	Mapped to PSO
	CO 1. Understand foundational concepts of urban theory and analyse their relevance in contemporary urbanization processes.	PSO1

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

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

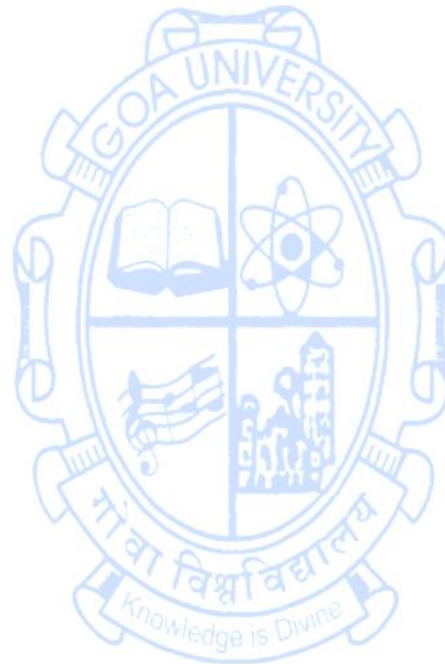
Web Resources:

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

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

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

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



SEMESTER II

Discipline Specific Core Courses

Title of the Course	Comparative Public Administration
Course Code	PAD-5004
Number of Credits	4T
Theory/Practical	Theory
Level	500
Effective from AY	2025-26
New Course	Yes
Bridge Course/ Value added Course	No
Course for advanced learners	No
Pre-requisites for the Course:	Nil
Course Objectives:	<ol style="list-style-type: none">1. Equip students with foundational knowledge of CPA as a sub-field of Public Administration and its evolution as a discipline.2. Understand and apply comparative public administration approaches to the study of comparative administration.3. To help students to examine the socio-economic, political, and cultural contexts that shape administrative structures and practices across various countries.4. To study the role and structure of the Chief Executive in different political-administrative systems5. To evaluate the relevance of Comparative Public Administration in the contemporary global context

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

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

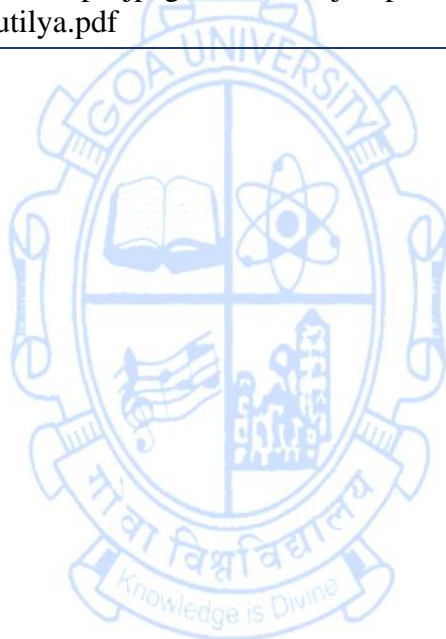
	Limited
References/ Readings:	<ol style="list-style-type: none"> 1. Riggs, F W (1961) The Ecology of Public Administration. Asia Publishing House: Bombay 2. Riggs, F W (1964) Administration in Developing Countries: The Theory of Prismatic Society. Houghton Mifflin Co.: Bos 3. Comparative Perspective: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

Title of the Course	Administrative Thought	
Course Code	PAD-5005	
Number of Credits	4T	
Theory/Practical	Theory	
Level	500	
Effective from AY	2025-26	
New Course	No	
Bridge Course/ Value added Course	No	
Course for advanced learners	No	
Pre-requisites for the Course:	Nil	
Course Objectives:	<ol style="list-style-type: none"> 1. To introduce students to classical foundations of public administration through the theories of Kautilya, Wilson, Fayol, Gulick, Urwick, Taylor, Weber, and Marx, focusing on principles, structure, and management techniques. 2. To familiarize students with the human relations and behavioural approaches, highlighting contributions by Elton Mayo, Mary Parker Follett, Chester Barnard, and Herbert Simon in understanding organizational dynamics and decision-making. 3. To explore motivational and managerial theories that emphasize individual and organizational development, through the works of Argyris, Likert, Maslow, Herzberg, McGregor, and Waldo. 4. To analyze contemporary and comparative approaches in public administration, including the ecological, normative-optimum, public choice, and modern management models proposed by Riggs, Dror, Ostrom, and Drucker. 	
Course Outcomes:	At the end of the course students will be able to	Mapped to PSO

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

	3.3 Abraham Maslow (Needs Hierarchy),			
	3.4 Frederick Herzberg (Motivation – Hygiene),			
	3.5 Douglas McGregor (Theory X and Theory Y);			
	3.6 Dwight Waldo (Administrative State)			
Module 4:	4.1 Fred W. Riggs (Ecological Approach);	15	CO4	K2, K3, K4, K5
	4.2 Peter Drucker (Modern Management);			
	4.3 Vincent Ostrom (Public Choice Theory);			
	4.4 Yehezkel Dror (Normative-Optimum Model)			
Pedagogy:	Lectures, discussions, presentations and field visits to understand the working of urban and rural local bodies, flip classroom.			
Texts:	<ol style="list-style-type: none"> 1. Basu, Rumki. (2019). Public Administration: Concepts and Theories. New Delhi: Sterling Publications. 2. Goel S.L. (2008). Administrative and Management Thinkers. New Delhi: deep and Deep Publications. 3. Hooja R. And Arora, R. (2007). Administrative Theories: Approaches, Concepts and Thinkers in Public Administration. New Delhi: Rawat Publication. 4. Mahajan, A. (2020). Administrative Thinkers. New Delhi: Sage Publications. 5. Maheshwari, S.R. (2003). Administrative Thinkers (2nd Edition). Delhi: Macmillan India Limited. 6. Prasad, D., Prasad, V.S., Satyanaraya, P. and Pardhasaradhi, S. (ed.) (2011). Administrative Thinkers. New Delhi: Sterling 			
References/ Readings:	<ol style="list-style-type: none"> 1. Dong, L. (2015). Public Administration Theories. New York: Palgrave Macmillan. 2. Mitra, Subrata K. (2017). Kautilya’s Arthashastra. New Delhi: Rupa Publications. 3. Naidu S.P. (2005). Public Administration: Concept and Theories. New Delhi: New Age International 4. Ostrom, Vincent. And Allen, Barbara. (2007). The Intellectual Crisis in American Public Administration. Alabama: The University of Alabama Press. 5. Petrick, O. (2014). King, Governance and Law in Ancient India: Kautilya’s Arthashastra. New Delhi: Oxford University Press. 6. Pugh, Derek S. (ed.) (1990). Organization Theory: Selected Readings. (Third Edition). London: Penguin Business. 7. Riggs, Fred Warren. (1962). Ecology of Public Administration. USA: Asia Publishing House. 			

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



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

Pre-requisites for the Course:	Nil	
Course Objectives:	<ol style="list-style-type: none"> 1. The course intends to introduce students to the basic concepts of governance and its evolution 2. Introduce students to the major theories of governance such as Public Choice, Institutional Theory, Discourse Theory, and Meta-Governance. 3. To analyze real-world governance practices, from local to global levels. 4. To recognize and evaluate key governance challenges, like ensuring participation, accountability, and legitimacy. 5. To Develop your critical thinking skills by connecting theory with current governance issues and reforms 	
Course Outcomes:	At the end of the course students will be able to	Mapped to PSO
	CO 1. Understand the theoretical base of governance,	PSO1
	CO 2. Analyze the conceptual and theoretical issues related to governance	PSO1, PSO2, PSO3,
	CO 3. Comprehend the significance of various practices of governance,	PSO4, PSO5

	CO 4. Evaluate the dilemmas of governance and the need for collaborative governance.		PSO4, PSO5	
Content:		No of hours	Mapped to CO	Cognitive Level
Module 1:	1.1 Governance: meaning and evolution of the concept;	15	CO1, CO2	K1, K2
	1.2 Theories – Public Choice			
	1.3 Discourse			
	1.4 Institutional			
	1.5 Meta-governance;			
	1.6 New governance or old governance: a policy style perspective			
Module 2:	2.1 Practices of Governance: Governing without Government,	15	CO3	K3, K4
	2.2 Governance and institutional flexibility,			
	2.3 Governance and administrative reforms,			
	2.4 Partnerships,			
	2.5 Non-governmental Organisations			
	2.6 Global Governance			
Module 3:	3.1 Governance and reform of the state	15	CO3, CO4	K4, K5
	3.2 Governance and institutional flexibility			
	3.3 New Public Management and Governance: A Comparison,			
	3.4 Governance and Innovation in Public Sector,			
	3.5 Governance and state structures			
Module 4:	4.1 Dilemmas of Governance: Legitimacy	15	CO4, CO5	K4, K5
	4.2 Collaborative Governance			

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

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

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

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

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

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

Web Resources:

<https://www.sciencedirect.com/topics/economics-econometrics-and-finance/public-policy>

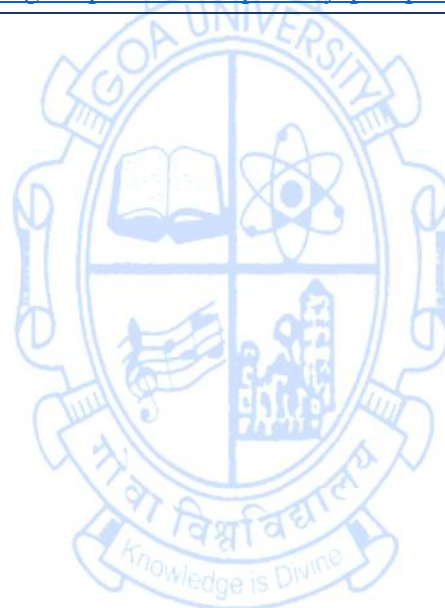
Discipline Specific Elective Courses

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

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

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

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



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

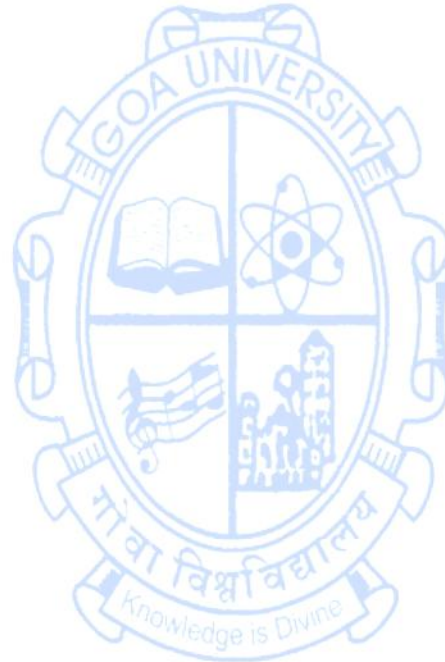
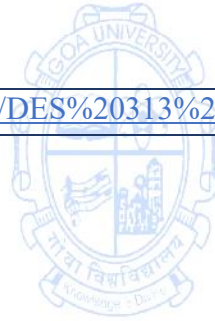
Pre-requisites for the Course:	'Nil'	
Course Objectives:	<ol style="list-style-type: none"> 1. To introduce students to global and national frameworks on women's development and empowerment, including the Beijing Platform for Action, empowerment theories, and gendered impacts of globalization. 2. To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

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

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

	<ol style="list-style-type: none"> 7. Nussbaum, M. (2019). <i>Women and Human Development: The Capabilities Approach</i>. Cambridge University Press. 8. Sharma, K. (2020). <i>Gender, Development and the State in India</i>. Sage Publications. 9. UN Women. (1995). <i>Beijing Declaration and Platform for Action</i>. United Nations. 10. UNDP. (2023). <i>Gender Inequality Index</i>. United Nations Development Programme. 11. Laxmikanth, M. (2023). <i>Public Administration for Civil Services Examinations</i>. McGraw Hill Education. 12. Prasad, K., & Choudhary, V. (2022). <i>UGC NET/JRF/SET Public Administration</i>. Arihant Publications. 13. Sharma, M. P., & Sadana, B. L. (2023). <i>Public Administration in Theory and Practice</i>. Kitab Mahal. 14. Singh, H. (2022). <i>Public Administration: Concepts and Theories</i>. New Age International Publishers. 15. IGNOU Study Material for MPA-018: Gender and Development. (Latest Edition).
References/ Readings:	<ol style="list-style-type: none"> 2. Agnes, F. (2018). <i>Law, Justice and Gender: Family Law and Constitutional Provisions in India</i>. Oxford University Press. 3. Batliwala, S. (2016). <i>Engaging with Empowerment: An Intellectual and Experiential Journey</i>. Women Unlimited. 4. Datta, R., & Kornberg, J. (Eds.). (2021). <i>Women in Developing Countries: Assessing Strategies for Empowerment</i>. Lynne Rienner Publishers. 5. Desai, S., & Dubey, A. (2020). <i>Human Development in India: Challenges for a Society in Transition</i>. Oxford University Press. 6. Dube, L. (2019). <i>Women and Kinship: Comparative Perspectives on Gender in South Asia</i>. United Nations University Press. 7. Jain, D., & Elson, D. (2017). <i>Harvesting Feminist Knowledge for Public Policy</i>. Sage Publications. 8. Kothari, U. (Ed.). (2019). <i>A Radical History of Development Studies: Individuals, Institutions and Ideologies</i>. Zed Books. 9. Krishnaraj, M. (2018). <i>Women and Work in India</i>. Economic and Political Weekly. 10. Moghadam, V. M. (2020). <i>Globalizing Women: Transnational Feminist Networks</i>. Johns Hopkins University Press. 11. Sen, G., & Grown, C. (2017). <i>Development, Crises, and Alternative Visions: Third World Women's Perspectives</i>. Routledge.
Web Resources:	<p>https://www.worldbank.org/en/olc/course/40246</p> <p>https://www.unesco.org/en/gender-equality/tools</p>

<https://nou.edu.ng/coursewarecontent/DES%2013%20.pdf>



Title of the Course	Local Governance in India	
Course Code	PAD-5207	
Number of Credits	4T	
Theory/Practical	Theory	
Level	400	
Effective from AY	2025-26	
New Course	No	
Bridge Course/ Value added Course	No	
Course for advanced learners	No	
Pre-requisites for the Course:	Nil	
Course Objectives:	<ol style="list-style-type: none"> 1. To provide students with a foundational understanding of the meaning, significance, historical evolution, and structural framework of local self-government in India, with specific reference to Goa. 2. To enable students to understand the concept and challenges of urbanisation, the structure and functions of urban local bodies, and to critically evaluate urban governance reforms and development programmes such as the 74th Constitutional Amendment, AMRUT, DAY-NULM, and Smart Cities. 3. To provide students with an in-depth understanding of rural development perspectives, policies, and strategies, the structure and role of Panchayati Raj Institutions, and to critically assess the 73rd Constitutional Amendment and key rural development programmes such as MGNREGA, DAY-NRLM, and other flagship initiatives. 4. To equip students with an understanding of the financial, administrative, and planning dimensions of local governance, including rural-urban linkages, decentralised planning mechanisms, and institutional oversight structures. 	
Course Outcomes:	At the end of the course students will be able to	Mapped to PSO

	CO 1. Understand the concepts, evolution and structure of local self-government in India		PSO1
	CO 2. Analyze the trends and challenges of urbanisation, explain the roles and structures of urban local bodies, and critically evaluate the urban development programmes.		PSO2, PSO3
	CO 3. Critically analyze the framework and functioning of rural governance in India, evaluate the impact of the 73rd Constitutional Amendment, and assess the effectiveness of major rural development programmes in addressing rural challenges.		PSO2, PSO3, PSO4
	CO 4. Critically assess the dynamics of rural-urban relationships, evaluate local government finances and the role of the State Finance Commission, and analyze the impact of decentralised planning and administrative reforms on local governance.		PSO3, PSO4
Content:		No of hours	Mapped to CO Cognitive Level
Module 1:	1.1 Meaning and significance of Local Self Government;	15	CO1 K1, K2
	1.2 Historical development and landmarks in the evolution of Local Government		
	1.3: 73 rd and 74 th constitutional amendment Acts		
	1.4: Goa Panchayati Raj Act (1994)		
	1.5: Goa Municipality Act (1968), The City of Panaji Corporation Act, 2002		
	1.6: Structures of local government in India and Goa.		
Module 2:	2.1 Urbanisation: Concept, Trends & Challenges;	15	CO2, CO5 K1, K2, K3
	2.2 Structure, Function and Role of Urban Local Bodies: Municipal Corporation; Municipal Council/Committee; Nagar Panchayat;		
	2.3 Critical Evaluation of 74 th Constitutional Amendment Act;		
	2.4 Urban Development Programmes: Atal Mission for Rejuvenation and Urban Transformation (AMRUT)		
	2.5 Deendayal Antyodaya Yojna – National Urban Livelihoods Mission (DAYNULM); Smart Cities		

Module 3:	3.1 Rural Development: Perspectives, Policy & Strategies; Structure,	15	CO2, CO5	K2. K3, K4, K5
	3.2 Functions and Role of Panchayati Raj Institutions;			
	3.3 Critical evaluation of the 73 rd Constitutional Amendment Act;			
	3.4 Rural Problems and Challenges;			
	3.5 Rural Development Programmes: Mahatma Gandhi National Rural Employment Guarantee Act (MGNREGA); Deendayal Antyodaya Yojna			
	3.6 National Rural Livelihoods Mission (DAYNRLM) and major flagships programmes			
Module 4:	4.1 Rural-Urban Relationship;	15	CO4, CO5	K2, K3, K4, K5
	4.2 Local Government Finances; State Finance Commission;			
	4.3 State Control over Local Bodies;			
	4.4 Administrative Reforms in Local Governance;			
	4.5 Decentralized Planning, District Planning Committees; Committees of urban and rural local bodies			
Pedagogy:	Lectures, discussions, presentations, field visits to understand the working of urban and rural local bodies, special talks/ lectures from experts and flip classroom.			
References/ Readings:	<ol style="list-style-type: none"> ---- (1986). Panchayati Raj Bureaucracy and Rural Development. New Delhi: IIPA. ---- (1996). New Panchayati Raj in Action. New Delhi: Mittal Publication. Alok V.N. (2021). Fiscal decentralization in India: An Outcome Mapping of State Finance Commissions. Singapore: Palgrave MacMillan Alok V.N. (2013). Strengthening of Panchayats in India: Comparing Devolution Across States. New Delhi: IIPA. Burns, D. et. Al. (1994). The Politics of Decentralisation: Revitalising Local Democracy. London: Macmillan. Cheema, G. S. & Poinelli D. (1983). Decentralisation and Development Policy Implementation in Developing Countries. Ed. London: Sage. Chaturvedi, T. N & Datta, Abhijit. (1984). Local Government. New Delhi: IIPA. Chakrabary and Pandye (2018). Local Governance in India. New Delhi: Sage Publications. 			

	<p>9. Hochgesang, T. W. (1994). Rural Local Self-Government in India. Hyderabad: NIRD.</p> <p>10. Oakley, P et. Al. (1984). Approaches to Participation in Rural Development. Geneva: I.L.O.</p> <p>11. Oakley, P. (1991). Projects with People: The Practice of Participation in Rural Development. Geneva: I.L.O.</p> <p>12. Oommen, M. A. & Datta, A. (1995). Panchayats and their Finance. New Delhi: ISS.</p> <p>13. Oommen, M. A. (1995). Devolution of Resources from the State to the Panchayati Institutions. New Delhi: ISS.</p> <p>14. Sivaramakrishanan, K. C. (1993). Ed. Urbanisation in India: Basic Services and People's Participation. New Delhi: ISS.</p>
Texts:	<p>1. Ahluwalia, Isher Judge. (2017). Urbanisation in India. New Delhi: Sage.</p> <p>2. Arora, R. K. & Goyal, R. (1996). Indian Public Administration. New Delhi: Vishwa Prakashan.</p> <p>3. Aziz, A. (1996). Decentralised Governance in Asian Countries. Ed. New Delhi: Sage.</p> <p>4. Bhadouria, B. D. S. & Dubey, V. P. (1989). Panchayati Raj and Rural Development. New Delhi: Commonwealth Publishers.</p> <p>5. Bhattacharya, Mohit. (1976). Management of Urban Government in India. New Delhi: Uppal.</p> <p>6. Khanna, B. S. (1992). Rural Development in South Asia. 4 Volumes. New Delhi: Deep and Deep.</p> <p>7. Maheshwari, S. R. (2003). Local Government in India. Agra: Lakshmi Narain Aggarwal.</p> <p>8. Mathew, G. (1994). Panchayati Raj in India: From Legislation to Movement. New Delhi: ISS.</p> <p>9. Mathur, S. N. (1997). Nyaya Panchayats as Instruments of Justice. New Delhi: ISS.</p> <p>10. Sachdeva, Pradep. (2011). Local Government in India. Delhi: Pearson</p>
Web Resources:	<p>Chrome-extension://efaidnbmnnnibpcajpcglclefindmkaj/https://www.iipsindia.ac.in/sites/default/files/IIPS_Working_Paper_No_17.pdf</p> <p>chrome-extension://efaidnbmnnnibpcajpcglclefindmkaj/https://www.aau.in/sites/default/files/Unit%204%20RURAL%20DEVELOPMENT.pdf</p> <p>chrome-extension://efaidnbmnnnibpcajpcglclefindmkaj/https://www.cifor-icraf.org/publications/pdf_files/interlaken/Compilation.pdf</p> <p>chrome-extension://efaidnbmnnnibpcajpcglclefindmkaj/https://www.imf.org/external/pubs/ft/wp/2015/wp1559.pdf</p>