

**B.A.,
PUBLIC ADMINISTRATION**

SYLLABUS

FROM THE ACADEMIC YEAR

2026 – 2027

MANONMANIAM SUNDARANAR UNIVERSITY

TIRUNELVELI – 627012

MANONMANIAM SUNDARANAR UNIVERSITY

PUBLIC ADMINISTRATION

Outcome based Education – Choice Based Credit System

1. Vision

"To provide quality education to reach the un-reached"

2. Mission

- To conduct research, teaching and outreach programmes to improve conditions of human living
- To offer a wide variety of off-campus educational and training programs, including the use of information technology, to individuals and groups.
- To develop partnership with industries and government so as to improve the quality of the workplace and to serve as catalyst for economic and cultural development
- To provide quality / inclusive education, especially for the rural and un-reached segments of economically downtrodden students including women, socially oppressed and differently abled.

3. PREAMBLE

Public Administration is the implementation of government policy, management of resources and delivery of essential services by the executive arm of government. This subject is particularly suited to students to pursue a broad-based education giving scope for many multiple careers and meaningful lives, be it in politics, civil service, civil society organisations and businesses with commitment to social service, and new vocations that are in the making. Further it helps students who seek broad-based access to insights from multiple disciplines as a way to understand how people behave and influence the world around us. These students aspire to study social science as a holistic discipline which has practical relevance in understanding and tackling real problems in society.

The Bachelor's Programme in Public Administration equips the students with knowledge of the Indian constitution, the political system, institutions, and their functioning besides giving an idea of how a government works at the central, state and local levels. The discipline of Public Administration studies government-in-action and has acquired salience and popularity among students, particularly those aspiring to make a career in the rapidly changing political economy of India today. The Indian Civil services are an alternative area of career planning for the students of Public Administration besides the ever-expanding private sector in post globalized India. The programme familiarizes the students with the complexities of state and bureaucratic functioning as well as policy making and implementation with reference to India. The students learn about the concepts and theories of administration/management and their application which is extremely relevant to the working of both public and private sector organizations.

The courses in this programme have been structured in a manner that they introduce the student to the canvas of subjects that comprise the umbrella discipline of Public Administration which has both theoretical and applied aspects. Beginning with a focus on concepts and theories which form the core courses, other courses are introduced to see how these concepts have been translated into Indian administrative practices. The transition from an era of government to governance has brought Public Administration to the forefront of seminal changes in the operational context of developed and developing countries in the 21st century. All these changes have been mapped to make the course relevant and meaningful to a student in today's times. Given this diverse basket of courses and skillsets that a student is expected to master in this B.A. Programme, the learning outcome enables them to seek gainful employment and engagement in diverse sectors of the economy such as teaching and research, civil services, journalism, law or executive work in private sector organizations.

Based on the image provided, here is the transcribed text from the curriculum framework document: Certainly, the students will attain the expected goals and better opportunity.

4. PROGRAMME EDUCATIONAL OUTCOMES (PEO)

In alignment with the Vision and Mission of the University, the following have been defined as the PEO for the graduates.

- **PEO1:** Developing strong positive attitude to learn independently the concepts in the field of study
- **PEO2:** Ensuring confidence among the learners to apply the knowledge and skills gained to solve real life issues

- **PEO3:** Habituating ethical values among the learners to succeed in personal and professional life

5. PROGRAMME OUTCOMES (PO)

Programme Outcomes for the Under Graduate Programmes of the University are articulated as under.

After the successful completion of Undergraduate Programme from the University, the learner should be able to:

- **PO1:** Comprehend the knowledge acquired and communicate the same to others.
- **PO2:** Analyze and compare the factual data / situation to comprehend and to critically evaluate to find solution to the problem ahead.
- **PO3:** Apply theories and philosophies learned in solving the problem in scientific manner.
- **PO4:** Think reflectively on the earlier activities and attempt for self directed lifelong learning process.
- **PO5:** Understand multicultural existence and identify the means to prolong moral/ethical values in personal and professional life.
- **PO6:** Explore through multiple sources and get exposed to the digital technology.
- **PO7:** Act as a responsible member in teams and practice leadership qualities.

6. PROGRAMME SPECIFIC OUTCOMES (PSOs)

- **PSO1:** Understand the main theories and basic principles of government administration.
- **PSO2 :** Learn how government rules and plans are created and put into action.
- **PSO3:** Know how the Indian government functions at national, state, and village levels.
- **PSO4 :** Study how governments plan and manage social and economic growth projects.
- **PSO5 :** Understand the management of government employees and public financial budgets.
- **PSO6 :** Understand honest public service and the use of digital e-governance tools.
- **PSO7 :** Gain basic skills to investigate and solve public sector problems.

7. PROGRAMME DETAILS

Programme	:	B.A degree
Eligibility	:	+2 passed and equivalent also University and govt norms
Medium of Instruction	:	English
Duration of the programme	:	3 years

8. EXAMINATION SCHEME

METHODS OF ASSESSMENT	
Recall (K1)	Simple definitions, MCQ, Recall steps, Concept definitions
Understand/Comprehend (K2)	MCQ, True/False, Short essays, Concept explanations, Short summary or overview
Application (K3)	Suggest idea/concept with examples, Suggest formulae, Solve problems, Observe, Explain
Analyze (K4)	Problem solving questions, Finish a procedure in many steps, Differentiate between various ideas, Map knowledge
Evaluate (K5)	Longer essay/Evaluation essay, Critique or justify with pros and cons
Create (K6)	Check knowledge in specific or offbeat situations, Discussion, Debating or Presentations

METHODS OF EVALUATION			
Internal Evaluation	Continuous Internal Assessment Test – 10 Marks Assignments – 5 marks Seminars – 5 Marks Attendance and Class Participation – 5 Marks	25 Marks	100 Marks
External Evaluation	External Examination	75 Marks	
Project/ Extension Activity/ Internship/ Industrial Visit	Internal	50 Marks	100 Marks
	External	50 Marks	

9. QUESTION PAPER PATTERN

TOTAL 75 MARKS

Hours : 3 Hours

- I. PART A – Choose the correct answer (10×1=10 marks)
- II. PART B – Answer all the questions, either a or b (5×5 = 25 Marks)
- III. PART C - Answer all the questions, either a or b (5×8= 40 Marks)

10.MODEL QUESTION PAPER

ELEMENTS OF PUBLIC ADMINISTRATION

Time: 3 Hours |

Maximum Marks: 75

Part A

Multiple Choice Questions (10 x 1 = 10 Marks)

Answer ALL questions. Choose the correct answer.

1. Who is often referred to as the "Father of Public Administration"?
a) Woodrow Wilson b) Max Weber
c) Henri Fayol d) Herbert Simon
2. The concept of "New Public Management" primarily emphasizes:
a) Strict Hierarchy b) Efficiency and Market-oriented practices
c) Social Equity d) Traditional Bureaucracy
3. "Span of Control" refers to:
a) The number of departments in an organization
b) The number of subordinates a superior can effectively supervise
c) The geographical area of an office
d) The duration of a project
4. In which principle of organization does an employee receive orders from only one superior?
a) Coordination b) Scalar Chain
c) Unity of Command d) Decentralization
5. Which form of organization is known for being a "Body Corporate" with its own legal identity?
a) Government Department b) Public Corporation
c) Informal Group d) Auxiliary Agency
6. Independent Regulatory Commissions are a unique feature of the administration in:
a) India b) United Kingdom
c) USA d) France
7. Which type of agency directly assists the Chief Executive in the primary goals of the department?
a) Staff Agency b) Line Agency
c) Auxiliary Agency d) Advisory Agency
8. "Auxiliary Agencies" are primarily concerned with:
a) Policy making b) Public relations
c) House-keeping activities like accounting and printing
d) Field inspections
9. The "Citizen's Charter" is a tool used to ensure:
a) Government Secrecy b) Accountability and Transparency in service delivery
c) Increase in tax rates d) Political appointments
10. "Social Auditing" involves the evaluation of a program by:
a) External Commercial Auditors b) The Government Cabinet
c) The community or beneficiaries of the program
d) International Banks

Part B

Short Answer Questions (5 x 5 = 25 Marks)

Answer ALL questions, choosing either (a) or (b). Each answer should not exceed 250 words.

11. (a) Discuss the significance of Public Administration in a modern state.
OR
(b) Distinguish between Public and Private Administration.
12. (a) Explain the meaning and importance of "Hierarchy" in an organization.
OR
(b) Describe the various methods of effective Coordination.
13. (a) What are the characteristics of an Informal Organization?
OR
(b) Write a short note on Independent Regulatory Commissions.
14. (a) Define the role of the Chief Executive in administrative management.
OR
(b) Explain the importance of Public Relations in a democratic administration.
15. (a) Briefly explain the changing role of the District Collector in the post-independence era.
OR
(b) What do you mean by Public-Private Partnership (PPP)? Mention its benefits.

Part C

Essay Type Questions (5 x 8 = 40 Marks)

Answer ALL questions, choosing either (a) or (b). Each answer should not exceed 600 words.

16. (a) Define Public Administration and explain its nature and scope in detail.
OR
(b) Trace the evolution of Public Administration and explain the features of "New Public Administration."
17. (a) What is Decentralization? Discuss the advantages and disadvantages of Decentralization in administration.
OR
(b) Define "Delegation of Authority." What are the barriers to effective delegation?
18. (a) Compare and contrast the Departmental form of organization with the Government Corporation model.
OR
(b) Discuss the "Board" and "Commission" types of organizational structure with examples.
19. (a) Analyze the functions and differences between Line, Staff, and Auxiliary agencies.
OR
(b) Discuss the various types of Chief Executives found in different political systems (Parliamentary vs. Presidential).
20. (a) "Social Auditing and Citizen's Charter are essential for good governance." Elaborate.
OR
(b) Analyze the relationship between Civil Servants and Politicians in the Indian context.

11. ENTIRE A PROGRAMME STRUCTURE

[illegible]

Choice Based Credit System (CBCS), Learning Outcomes Based Curriculum Framework (LOCF) Guideline Based Credit and Hours Distribution System for all UG courses including Lab Hours

**First Year
Semester-I**

Part	List of Courses	Credit	No. of Hours
Part-1	Language - Tamil	3	6
Part-2	Language - English	3	6
Part-3	Core Courses & Elective Courses [in Total]	13	14
	Skill Enhancement Course SEC-1	2	2
Part-4	Foundation Course	2	2
	Total	23	30

Semester-II

Part	List of Courses	Credit	No. of Hours
Part-1	Language - Tamil	3	6
Part-2	Language - English	3	6
Part-3	Core Courses & Elective Courses including laboratory [in Total]	13	14
Part-4	Skill Enhancement Course - SEC-2	2	2
	Skill Enhancement Course - SEC-3 (Discipline / Subject Specific)	2	2
	Total	23	30

**Second Year
Semester-III**

Part	List of Courses	Credit	No. of Hours
Part-1	Language - Tamil	3	6
Part-2	Language - English	3	6
Part-3	Core Courses & Elective Courses including laboratory [in Total]	13	14
Part-4	Skill Enhancement Course - SEC-4 (Entrepreneurial Based)	1	1
	Skill Enhancement Course - SEC-5 (Discipline / Subject Specific)	2	2
	E.V.S	-	1
	Total	22	30

Semester-IV

Part	List of Courses	Credit	No. of Hours
Part-1	Language - Tamil	3	6
Part-2	Language - English	3	6
Part-3	Core Courses & Elective Courses including laboratory [in Total]	13	13
Part-4	Skill Enhancement Course – SEC-6 (Discipline /	2	2

	Subject Specific)		
	Skill Enhancement Course – SEC-7 (Discipline / Subject Specific)	2	2
	Value Based Education	2	1
		25	30

**Third Year
Semester–V**

Part	List of Courses	Credit	No. of Hours
Part-3	Core Courses including Project / Elective Based	22	26
Part-4	Professional Competency Skill/ Naan Muthalvan	2	2
	Internship in Government Office / Industrial Visit / Field Visit	2	2
	Total	26	30

Semester–VI

Part	List of Courses	Credit	No. of Hours
Part-3	Core Courses including Project / Elective Based & LAB	18	28
Part-4	Extension Activity	1	-
	Professional Competency Skill/ Naan Muthalvan	2	2
	Total	21	30

Consolidated Semester wise and Component wise Credit distribution

Parts	Sem I	Sem II	Sem III	Sem IV	Sem V	Sem VI	Total Credits
Part I	3	3	3	3	-	-	12
Part II	3	3	3	3	-	-	12
Part III	11	11	11	11	22	18	84
Part IV	6	6	6	7	3	3	31
Part V	-	-	-	-	-	1	1
Total	23	23	23	24	25	22	140

*Part I, II, and Part III components will be separately taken into account for CGPA calculation and classification for the under graduate programme and the other components, IV, V have to be completed during the duration of the programme as per the norms, to be eligible for obtaining the UG degree.

B.A PUBLIC ADMINISTRATION

First Year

Semester-I

Part	List of Courses	Credit	No. of Hours
Part-I	Language - Tamil	3	6
Part-II	Language - English	3	6
Part-III	Core 1 – Elements of Public Administration	5	5
	Core 2 – Administrative Visionaries	5	5
	Elective 1 – Introduction to Constitution of India / Indian Journalism	3	4
Part-IV	Skill Enhancement Course SEC 1 – Educational Administration	2	2
	Foundation Course FC – Human Rights Theories and Practices	2	2
	Total	23	30

Semester-II

Part	List of Courses	Credit	No. of Hours
Part-I	Language - Tamil	3	6
Part-II	Language - English	3	4
Part-III	Core 3 – Public Personnel Administration	5	5
	Core 4 – Development Administration	5	5
	Elective 2 – Public Health Governance/ Labour Welfare Administration in India	3	4
Part-IV	Skill Enhancement Course - SEC-2 – Relief and Rehabilitation	1	2
	Skill Enhancement Course - SEC-3 Citizen and Service oriented Governance	1	2
	Naan Muthalvan (Leadership and Teamwork)	2	2
	Total	23	30

Second Year

Semester-III

Part	List of Courses	Credit	No. of Hours
Part-I	Language - Tamil	3	6
Part-II	Language - English	3	6
Part-III	-	5	5
	-	4	4
	-	3	3
Part-IV	-	1	2
	-	1	2
	-	2	2
	Total	23	30

Semester-IV

Part	List of Courses	Credit	No. of Hours
Part-1	Language - Tamil	3	6
Part-2	Language - English	3	6
Part-3	-	5	5
	-	5	5
	-	3	2
	-	2	2
Part-4	-	2	2
	-	2	2
	Total	25	30

Third Year Semester-V

Part	List of Courses	Credit	No. of Hours
Part-III	-	4	5
	-	4	5
	-	4	5
	-	4	5
	-	3	4
	-	3	4
Part-IV	-	2	2
	-	2	-
	Total	26	30

Semester-VI

Part	List of Courses	Credit	No. of Hours
Part-III	-	4	6
	-	4	6
	-	4	6
	-	3	5
	-	3	5
Part-IV	-	2	2
	-	1	-
	Total	21	30

12. COURSE – PSO MAPPING

1. PSOs:

SEVEN Programme Specific Outcomes (PSO) in line with the POs proposed for the Postgraduate and Undergraduate programme.

Title of the course	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7	Total score
	×	×	×	×	×	×	×	×
	×	×	×	×	×	×	×	×
	×	×	×	×	×	×	×	×
Total score of all courses contributing to PSO								

Each Course has to address a minimum of 4 PSOs.

Level of contribution of the Course towards attaining PSOs:

0 – No Contribution 1 – Low Level 2 – Medium Level 3 – High Level

13. CO-PO MAPPING

All the COs proposed in each of the courses should be mapped with POs based on the relevance as given in the Course Articulation Matrix.

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	×	×	×	×	×	×	×
CO2	×	×	×	×	×	×	×
CO3	×	×	×	×	×	×	×
CO4	×	×	×	×	×	×	×
Total Score	×	×	×	×	×	×	×

Level of Correlation between COs and POs:

0 – No Correlation 1 – Low 2 – Medium 3 – High

14. CO-PSO MAPPING

All the COs proposed in each of the courses should be mapped with PSOs based on the relevance as given in the Course Articulation Matrix.

CO	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7
CO1	×	×	×	×	×	×	×
CO2	×	×	×	×	×	×	×
CO3	×	×	×	×	×	×	×
CO4	×	×	×	×	×	×	×
Total Score	×	×	×	×	×	×	×

Level of Correlation between COs and PSOs:

0 – No Correlation 1 – Low 2 – Medium 3 – High

15. DETAILES SYLLABUS WITH L-P-T DISTRIBUTION OF HOURS
UG COURSE SYLLABUS
SEMESTER - 1

ELEMENTS OF PUBLIC ADMINISTRATION

Cour se code	Course Name	Catego ry	L	T	P	S	Credi ts	Inst. Hou rs	CIA Mar ks	Extern al Marks	Total Mar ks
	Elements of Public Administration	Core - 1	3	1	-	1	5	5	25	75	100
	Course Objectives										
C1:	To understand the basis of administration and management.										
C2:	To describe the theoretical evolution of Public Administration.										
C3:	To analyse the relevance and effectiveness of changing organizational forms to carry out the administrative process.										
C4:	To assess the importance of legislative and judicial controls in administration.										
C5:	To examine the civil society and other grievance mechanism in Public Administration.										
UNIT	CONTENT										No. of Hours
I	Introduction : Public Administration: Evolution, Meaning, Nature, Scope, Significance and its relations with Political Science, Economics and Law; Public and Private Administration; New Public Administration; and New Public Management.										5
II	Organization of public Administration : Organization: Meaning and Basis. Principles of Organization: Hierarchy, Span of Control, Co-ordination, Supervision and Control, Communication, Decentralization and Delegation.										5
III	Forms of organizations : Forms of Organizations: Formal and Informal, Department, Board, Corporation and Commission and Independent Regulatory Commission.										5
IV	The Chief Executive : Chief Executive: Meaning, Types and Role. Line, Staff and Auxiliary Agencies. Public Relations: Meaning, Means and Significance.										5
V	Emerging issues in Indian public Administration :Changing role of District Collector-civil servants-politicians relationship-citizen's charter-social auditing and decentralization-public private partnership.										5
	Total										25
	Text Books										
1	Avasthi, A. &Maheshwari, S. R. 2006. Public Administration. (Hindi & English) Lakshmi Narain Aggarwal: Agra.										
2	Bhattacharya, Mohit. 1987. Public Administration - Structure, Process and Behaviour. The World Press Private Ltd.: Calcutta.										

3	Marini, Frank. (Ed) 1971. Toward a New Public Administration. Chandler.
4	Nicholas, Henry. 2006. Public Administration and Public affairs. Prentice Hall: New Jersey.
5	Nigro, Felix A. and Nigro, Lloyd G. 1980. Modern Public Administration. Harper and Row: New York.
Reference Books	
1	Prasad, D. Ravindra, V.S. Prasad and P. Satyanarayan. 2004. Administrative Thinkers (Eds.). Sterling Publishers: New Delhi.
2	Pugh, D.S. (Ed). 1985. Organisation Theory Selected Readings. Penguin Books: Middlesex, England.
3	Puri, K.K. 2006. Elements of Public Administration. Bharat Prakashan: Jalandhar.
4	Taylor F.W. 1947. Scientific Management. Harper and Row: New York.
5	Weber, Max. 1969. The Methodology of the Social Sciences. Translated and Edited by Edward A. Shils and Henry A Finch. The Free Press: New York.
Web Resources	
1	https://www.britannica.com/topic/public-administration/Principles-of-public-administration
2	https://www.sigmaweb.org/publications/Principles-of-Public-Administration-2017-edition-ENG.pdf
3	https://www.academia.edu/30097948/PRINCIPLES_OF_PUBLIC_ADMINISTRATION
4	https://botw.org/top/Science/Social_Sciences/Public_Administration/
5	https://www.jstor.org/stable/977179

COs:

CO	Course Outcome Statement	Programme outcome
CO1	To assimilate the basic concepts of public administration. To gain insights on various functions of administration and its principles.	PO1
CO2	To evaluate relevance of public administration today.	PO1, PO2
CO3	To trace the growth of Public Administration and the trends.	PO2, PO3
CO4	To distinctively identify the process of administration, governance and organization.	PO4, PO5

CO-PO Mapping (Course Articulation Matrix)

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	3	3	3	2	3	2	2
CO2	3	3	3	3	2	2	2
CO3	3	3	2	2	3	2	2
CO4	3	3	3	3	2	3	2
Total Score	12	12	11	10	10	9	8

Level of Correlation between COs and POs:

0 – No Correlation 1 – Low 2 – Medium 3 – High

CO-PSO Mapping (Course Articulation Matrix)

CO	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7
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CO1	3	3	2	3	3	2	2
CO2	3	3	3	2	2	3	2
CO3	3	3	2	3	2	2	2
CO4	3	3	3	2	3	2	2
Total Score	12	12	10	10	10	9	8
Average	3	3	2.5	2.5	2.5	2.25	2

Level of Correlation between COs and POs:

0 – No Correlation 1 – Low 2 – Medium 3 – High

MSU

ADMINISTRATIVE VISIONARIES

Course code	Course Name	Category	L	T	P	S	Credits	Inst. Hours	CIA Marks	External Marks	Total Marks
	Administrative Visionaries	Core - 2	3	1	-	1	5	5	25	75	100
	Course Objectives										
C1:	To provide the comprehensive view of administrative theories.										
C2:	To familiarize the concepts propounded by various administrative thinkers.										
C3:	To examine the emerging ideas of public administration with theories.										
C4:	Together insights of various ideas of the theorists over a period of time.										
C5:	To appreciate the contribution of thinker's ability to describe, explain and predict an administrative phenomenon.										
UNIT	CONTENT										No. of Hours
I	Kautilya: Saptang Theory and Principles of public Administration - Machinery of Government - Relevance of Kautilya's Arthashastra in contemporary Public- Administration Henry Fayol -Terminology- Administration and Management - Administrative Theory and Elements of Management -Principles of Administration -Attributes of Manager/Administrator, Need for Administrative Training and Gangplank										5
II	F.W. Taylor : Taylor's Concept of Management -Principles of Scientific Management -Philosophy of Scientific Management - Techniques of scientific Management -Mental Revolution Max Weber : Theory of Authority -Bureaucratic Theory and Characteristics of Bureaucracy -Control Over Bureaucracy										5
III	Mary Parker Follett : Conflict and Integration - The Giving Orders -New Concept of Power -Authority and Responsibility and Leadership -Planning and Coordination Alton Mayo: Hawthorne studies -Human Relation Theory - Participative Management -Classical Vs. Human Relations										5
IV	Chester Bernard :Formal and Informal Organisation -Theory of Contribution-Satisfaction Equilibrium -Acceptance Theory of Authority - Principles of Communication -Executive Functions Herbert Simon : Simon's concept of Decision-Making - Simon's Stages of Decision- Making- Programmed and Non- Programmed Decisions -Simon's Bounded Rationality Model										5
V	Abraham Maslow: Maslow's Hierarchy of Need -Peak Experiences F.W. Riggs : Ecological Approach -Sala Model in Prismatic Society -Concept of Development										5
	Total										25

Text Books	
1	F.W. Taylor: Principles of Scientific Management
2	Prasad & Prasad: Administrative Thinkers
3	Chester Bernard: The Functions of the Executive
4	Herbert Simon: Administrative Behaviour
5	March & Simon: Organisation
Reference Books	
1	Riggs: Administration in Developing Countries
2	Riggs(Ed) : Frontiers Of developing countries
3	Henry Fayol: General and Industrial Management
4	S.R. Maheshwari : Administrative Thinkers
5	Dr.Manoranjan Singh (Ed) RajneetikevmPrashashanikVicharakonkeVividhAayam (Hindi)
Web Resources	
1	https://study.sagepub.in/mahajan_at
2	https://www.academia.edu/32941538/Administrative_Thinkers_by_Siam
3	https://sterlingpublishers.in/sterling/product/administrative-thinkers
4	https://aub.edu.lb/libguides.com/publicadministration/Web_Resources
5	https://www.bl.uk/business-and-management/management-visionaries

COs:

CO	Course Outcome Statement
CO1	To understand the basic concepts and ideas of Public Administration. To examine the characteristic features of ideas of various thinkers. PO1, PO2
CO2	To have insight on ideas emerging during different time periods PO3
CO3	To distinguish the perspectives of various Concepts of Thinkers.PO4
CO4	To apply the ideas / theories to real time situations.PO3, PO4, PO5

CO-PO Mapping (Course Articulation Matrix)

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	3	3	2	3	3	2	2
CO2	3	3	3	2	3	2	2
CO3	3	3	3	3	2	3	3
CO4	3	3	3	3	2	3	2
Total Score	12	12	11	11	10	10	9

Level of Correlation between COs and POs:

0 – No Correlation 1 – Low 2 – Medium 3 – High

CO-PSO Mapping (Course Articulation Matrix)

CO	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7
CO1	3	3	2	2	2	3	2
CO2	3	3	3	2	3	2	2
CO3	3	2	3	2	2	2	2
CO4	3	3	3	2	2	2	2
Total Score	12	11	11	8	9	9	8
Average	3	2.75	2.75	2	2.25	2.25	2

Level of Correlation between COs and POs:

0 – No Correlation 1 – Low 2 – Medium 3 – High

INTRODUCTION TO CONSTITUTION OF INDIA

Course code	Course Name	Category	L	T	P	S	Credits	Inst. Hours	CIA Marks	External Marks	Total Marks
	Introduction to Constitution of India	Elective - 1	2	1	-	-	3	4	25	75	100
	Course Objectives										
C1:	To describe the evolution of Indian Constitution.									PO1	
C2:	To identify the basic structure of the Indian Constitution.									PO2, PO3	
C3:	To illustrate the exclusiveness of the Indian Constitution.									PO3	
C4:	To interpret the relations between Centre, State and Local Government.									PO3, PO4	
C5:	To assess the machinery of Public Governance as provided in the Constitution.									PO5	
UNIT	Content									No. of Hours	
I	Constitutional Development - Regulating Act, 1773 - Pitts India Act, 1784 - Govt. of India Act, 1909, 1919 & 1935 - Indian Independence Act, 1947.									4	
II	Basics of the Constitution - The making of the Constitution - Salient features of the Constitution - The Preamble of the Constitution.									4	
III	Nature of the federal System - Fundamental Rights - Fundamental Duties - Directive Principles of State Policy - Procedure of Constitution Amendment.									4	
IV	Union-State Relations - Legislative Relations - Administrative Relations - Financial Relations - Inter-State Relations.									4	
V	Decentralization: Panchayati Raj Institutions - Local Self Government Institutions; Bureaucracy and the Defense Forces - Nature of Bureaucracy - Civil-Military Relations.									4	
	Total									20	
	Text Books										
1	Durga Das Basu (2019), Introduction to the Constitution of India, Lexis Nexis, (24 th Ed)										
2	B.K. Sharma (2020), Introduction to the Constitution of India, New Delhi, PHI Learning.										
3	Brij Kishore Sharma (2011), Introduction to the Constitution of India, New Delhi, Prentice-Hall of India Pvt., Ltd.										
4	De, Rohit (2018), A People’s Constitution: The Everyday Life of Law in the Indian Republic, New Delhi, Oxford University Press.										
5	Arun K Thiruvengadam (2017), The Constitution of India: A Contextual Analysis, New Delhi, Hart Publishing Company.										
	Reference Books										
1	Khosla, Madhav et.al. (2016), The Oxford Handbook of Indian Constitution, New Delhi. Oxford University Press.										

2	M.V. Pylee (2003), An Introduction to the Constitution of India, New Delhi, Vikas Publishing House.
3	Khosla, Madhav (2012), The Indian Constitution, New Delhi, Oxford University Press.
4	Jayal, Niraja Gopal (2011), The Oxford Companion to Politics in India, New Delhi, Oxford University Press.
5	Kohli, Atul, et.al. (2018), Handbook of Indian Politics, New Delhi, Routledge.
Web Resources	
1	https://egyankosh.ac.in/handle/123456789/53790
2	https://onlinecourses.nptel.ac.in/noc20_1w03/preview
3	https://legislative.gov.in/sites/default/files/coi-4March2016.pdf
4	https://www.constitutionofindia.net/
5	https://www.mea.gov.in/Images/pdf1/Part3.pdf

COs:

CO	Course Outcome Statement	Programme Outcome
CO1	To review the working of the Indian Constitution, To outline the main tenets of the Constitution.	PO1
CO2	To relate the functioning of the government along with Constitutional guidelines.	PO1, PO2
CO3	To trace the constitutional history of India.	PO1, PO2, PO3
CO4	To assess the significance of Indian Constitution.	PO4, PO5

CO-PO Mapping (Course Articulation Matrix)

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	3	3	2	3	2	2	2
CO2	3	3	3	2	3	2	2
CO3	3	3	2	3	2	3	2
CO4	3	3	3	2	3	2	2
Total Score	12	12	10	10	10	9	8

Level of Correlation between COs and POs:

0 – No Correlation 1 – Low 2 – Medium 3 – High

CO-PSO Mapping (Course Articulation Matrix)

CO	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7
CO1	3	3	2	3	2	2	2
CO2	3	3	3	2	3	2	2
CO3	3	3	3	3	2	2	2
CO4	3	3	3	3	3	2	2
Total Score	12	12	11	11	10	8	8
Average	3	3	2.75	2.75	2.5	2	2

Level of Correlation between COs and POs:

0 – No Correlation 1 – Low 2 – Medium 3 – High

INDIAN JOURNALISM

Cour se Code	Course Name	Catego ry	L	T	P	S	Credi ts	Inst. Hou rs	Mar ks (CIA)	Marks (Extern al)	Tot al
	Indian Journalis m	Elective 1	2	1	-	1	3	4	25	75	100

Course Objectives

C1	To understand the basic concepts and history of journalism in India.
C2	To explain the role of journalism in democracy and its key principles like accuracy and objectivity.
C3	To develop basic skills in reporting and news writing, including headlines and interviews.
C4	To understand editing and production processes in print and digital media.
C5	To learn about media laws and ethics in India, including freedom of speech under Article 19(1)(a).
C6	To understand digital media trends such as social media, mobile journalism, and fake news detection.

UNIT	Content	No. of Hours
I	Introduction to Journalism Meaning, nature, and scope of journalism - History of Indian journalism (pre-independence & post-independence) - Role of journalism in democracy - Principles of news: accuracy, objectivity, balance - Types of journalism: print, electronic, digital.	4
II	Reporting and News Writing News: definition, elements, and values - Structure of news (inverted pyramid style) - Types of reporting: political, crime, business, sports, investigative - Interviewing techniques - Writing headlines, leads, and features.	4
III	Editing and Production Role of editor and sub-editor - Copy editing, proofreading, and rewriting - Page layout and design (print & digital) - Basics of photojournalism - Use of software in news production.	4
IV	Media Laws and Ethics (India) Freedom of press and Article 19(1)(a) of the Constitution - Media laws: defamation, contempt of court, RTI Act - Press Council of India guidelines-Ethics in journalism: bias, fake news, paid news-Media accountability and regulation.	4
V	Digital Media and Contemporary Trends Online journalism and blogging – Social media and citizen journalism – Mobile journalism (MoJo) – Fake news	4

	detection and fact-checking – Emerging trends: AI in journalism, data journalism.	
	Total	20
	Course Outcomes	Programme Outcome
CO	On completion of this course, students will learn:	
1	To understand the meaning, evolution, role, principles, and types of journalism in society.	PO1
2	To develop skills to identify, report, and write news using proper structure and techniques.	PO1, PO2
3	To learn the basics of editing, proofreading, layout design, and news production tools.	PO3
4	To Analyze media laws and ethical standards to ensure responsible and lawful journalism practices.	PO3, PO4
5	To Evaluate digital journalism tools, trends, and techniques including social media, fact-checking, and emerging technologies.	PO4, PO5
	Text Books	
1	Tony Harcup., Journalism: Principles and Practice, Sage Publications, 2015 (2nd Ed.).	
2	Keval J. Kumar., Mass Communication in India, Jaico Publishing House, 2020 (5th Ed.).	
3	Kiran Prasad., Mass Media Law and Regulation in India, B.R. Publishing Corporation, 2011.	
4	Kevin Kawamoto., Digital Journalism, Rowman& Littlefield, 2003 (Foundational text).	
	Reference Books	
1	Parthasarathy, R. – Basic Journalism, Macmillan India, 2009.	
2	Vilani, J. V. – Mass Communication in India: A Sociological Perspective, Sage Publications, 2011.	
3	Kumar, K. J. – Mass Communication in India, Jaico Publishing House, 2020.	
4	Mehta, D. S. – Mass Communication and Journalism in India, Allied Publishers, 2015.	
5	Rajan, N. – Practicing Journalism, Sage Publications, 2010.	
	Web Resources	
1	https://www.britannica.com/topic/journalism	
2	https://presscouncil.nic.in	
3	https://www.bbc.co.uk/academy	
4	https://presscouncil.nic.in/Guidelines	

Work to be done

PSOs
-Seven

Title of the course	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7	Total
CO1	3	2	2	1	1	1	2	12
CO2	2	3	2	2	1	2	2	14
CO3	2	2	3	3	2	2	2	16
CO4	2	2	3	2	3	3	3	18
Total score of all courses contributing to PSO	9	9	10	8	7	8	9	

MAPPING of COs with POs

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	3	2	2	2	1	1	2
CO2	2	3	2	1	2	2	2
CO3	2	2	3	2	2	2	2
CO4	2	2	3	3	2	3	3
Total Score	9	9	10	8	7	8	9
Average	2.25	2.25	2.5	2	1.75	2	2.25

Legend:

0 – No Correlation 1 – Low 2 – Medium 3 – High

EDUCATIONAL ADMINISTRATION

Course Code	Course Name	Category	L	T	P	S	Credits	Inst. Hours	Marks		
									CI A	External	Total
	Educational Administration	SEC 1	2	-	-	-	2	2	25	75	100

Course Objectives

C1	To introduce fundamentals of Educational Administration
C2	To understand governance of elementary, secondary, higher, and distance education
C3	To develop administrative and managerial perspectives
C4	To analyze policies, planning, and reforms in Indian education
C5	To examine the role of leadership, accountability, and quality assurance in educational institutions

UNIT	Content	No. of Hours
I	Introduction to Educational Administration: Meaning, Nature, and Scope of Educational Administration- Difference between Administration, Management, and Organization- Principles of Educational Administration, Importance in modern society - Relationship between Education and Public Administration.	2
II	Theories and Approaches in Educational Administration Classical Theories: Scientific Management, Bureaucratic Theory, Human Relations Approach, Behavioural and Systems Approach, Decision - Making Approach - Contemporary Trends in Educational Management	2
III	Educational Planning and Policy in India Meaning and Importance of Educational Planning - Planning Process: Forecasting, Implementation, Evaluation -Early Education in India (Gurukul System, Ancient and Medieval Education) – Education during the British Period - Role of Central and State Governments -National Education Policies (1968, 1986, 2020)- Role of: University Grants Commission (UGC), National Council of Educational Research and Training (NCERT), State Councils and Boards - Introduction to Distance Education and Open Learning Systems	2

IV	Organization and Administration of Education in India Structure of Educational Administration: Central, State, and Local Levels - Administration of: Elementary Education, Secondary Education, Higher Education, Distance Education Institutions - Role of District Educational Officer and Institutional Heads - Issues: Access, Equity, Quality, Dropouts.	2
V	Contemporary Issues and Reforms in Educational Administration Privatization and Globalization, E-Governance in Education - Quality Assurance: NAAC, NBA Accreditation, Inclusive Education and Gender Equity - Reforms in: Elementary Education (RTE Act context), Secondary and Higher Education, Distance and Digital Education, Challenges in Indian Education System	2
	Total	10
	Course Outcome	Programme Outcome
CO	On completion of this course, students will learn	
1	Explain the meaning, nature, scope, and principles of Educational Administration and its relationship with Public Administration.	PO1
2	Describe and compare major theories and approaches in Educational Administration, including classical, behavioural, and systems approaches.	PO1, PO2, PO3, PO4, PO5, PO6
3	Analyze educational planning processes and national policies in India, including the role of institutions like University Grants Commission and National Council of Educational Research and Training.	PO2, PO3, PO6, PO7
4	Examine the organizational structure and administration of elementary, secondary, higher, and distance education systems in India.	PO2, PO3, PO4, PO6, PO7
5	Evaluate contemporary issues, reforms, and challenges in Educational Administration such as privatization, quality assurance, and inclusive education.	PO2, PO3, PO6, PO7
	Text Book	
1	Mohanty, J. – Educational Administration, Supervision and School Management, Deep & Deep Publications, New Delhi, 2003.	
2	Sharma, R.A. – Educational Administration: Theory and Practice, Surjeet Publications, New Delhi, 2007.	
3	Bhatnagar, R.P. & Aggarwal, Vidya – Educational Administration, Loyal Book Depot, Meerut, 2004.	
4	Gupta, S.P. – Educational Administration, Planning and Supervision, ShardaPustakBhawan, Allahabad, 2010.	
Sl.No	Reference Book	
1	Lunenburg, Fred C. & Ornstein, Allan C. – Educational Administration: Concepts and Practices, Wadsworth Cengage Learning, Boston, 2012.	

2	Bush, Tony – Theories of Educational Leadership and Management, Sage Publications, London, 2011.
3	Government of India – National Education Policy (1968, 1986, 2020), Ministry of Education, New Delhi.
4	University Grants Commission (UGC) – Reports on Higher Education and Governance, New Delhi, (Latest Editions).
5	National Council of Educational Research and Training (NCERT) – Educational Administration and Policy Documents, New Delhi.
Sl.No	Web Resources
1	https://www.education.gov.in
2	https://www.ugc.gov.in
3	https://ncert.nic.in
4	https://www.ignou.ac.in

CO- PO Mapping (Course Articulation Matrix)

	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	S	M	L	M	S	L	L
CO2	S	S	M	M	M	M	L
CO3	S	S	M	M	M	S	M
CO4	S	M	M	M	S	M	M
CO5	S	S	S	M	S	M	S

S- Strong (3) M-Medium (2) L- Low (1)

CO- PSO Mapping (Course Articulation Matrix)

CO/PSO	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7
CO1	3	2	2	2	1	2	1
CO2	3	3	2	2	2	2	2
CO3	3	3	3	2	2	2	2
CO4	3	2	2	3	2	2	2
CO5	3	3	2	2	3	3	3
Total	15	13	11	11	10	11	10
Average	3.0	2.6	2.2	2.2	2.0	2.2	2.0

HUMAN RIGHTS THEORY AND PRACTICES

Course Code	Course Name	Category	L	T	P	S	Credits	Inst. Hours	Marks		
									CIA	External	Total
	Human Rights Theory and Practices	Foundation Course	2	1	-	1	2	2	25	75	100

Course Objectives

C1	To understand the concept, nature, and evolution of Human Rights.
C2	To study international and national human rights frameworks.
C3	To analyze constitutional provisions and legal mechanisms in India.
C4	To examine enforcement institutions and their functioning.
C5	To develop awareness of contemporary human rights challenges and issues.

UNIT	Content	No. of Hours
I	Foundations of Human Rights - Meaning, definition and concept of Human Rights - Nature and characteristics of Human Rights - Evolution of Human Rights (Ancient, Medieval, Modern) - Philosophical foundations - Theories of Human Rights (Natural Rights, Legal, Liberal, Marxist) - Classification of Human Rights	2
II	International Human Rights Framework - Universal Declaration of Human Rights (UDHR) - International Covenant on Civil and Political Rights (ICCPR) - International Covenant on Economic, Social and Cultural Rights (ICESCR) - UN Charter and Human Rights provisions - Role of United Nations and its agencies - Treaty bodies and monitoring mechanisms- NGOs and international human rights organizations	2
III	Constitutional and Legal Framework in India - Human Rights in the Indian Constitution - Fundamental Rights and Directive Principles - Judiciary and protection of Human Rights - Human Rights Act, 1993 and NHRC - State Human Rights Commissions - Landmark judgments on Human Rights	2
IV	Human Rights Protection and Enforcement - Enforcement mechanisms at national and international levels-Role of judiciary and tribunals-Public Interest Litigation (PIL) - Police and Human Rights-Role of civil society and media - Human Rights education and awareness	2
V	Contemporary Human Rights Issues-Women's rights and gender justice-Child rights and protection-Rights of minorities and vulnerable groups-Refugees and displaced persons-Human trafficking and bonded labour - Environmental rights and climate justice-Digital rights and privacy issues	2

	Total	10
	Course Outcome	Programme Outcome
CO	On completion of this course, students will learn	PO1
1	Understand the concept, nature and significance of Human Rights	PO2,PO3
2	Gain knowledge of national and international Human Rights frameworks including the Constitution of India	PO3,PO4
3	Analyse the role of institutions like the National Human Rights Commission in protecting Human Rights	PO3,PO4,PO5
4	Evaluate the effectiveness of enforcement mechanisms such as judiciary, NHRC, and civil society organizations.	PO4,PO5
5	Assess contemporary human rights issues and develop critical perspectives on challenges like gender justice, environmental rights, and digital privacy.	PO4,PO5

Sl. No.	Text Book
1	Durga Das Basu – Human Rights in Constitutional Law, New Delhi, Prentice Hall of India, 1984
2	Rajinder Sachar – Human Rights: Perspectives & Challenges, New Delhi, Gyan Publishing
3	Ashwani Kant Gautam – Human Rights & Justice System, New Delhi, APH Publishing, 2001
4	Awasthi – Law Relating to Protection of Human Rights, New Delhi, Orient, 2009

Sl.No	Reference Book
1	Human Rights: An Introduction by Jack Donnelly
2	The Idea of Human Rights by Charles R. Beitz
3	Human Rights in Theory and Practice by Michael Goodhart
4	International Human Rights: Law, Policy, and Process by Hurst Hannum et al.
5	Human Rights: Politics and Practice by Michael E. Goodhart, ed.
Sl.No	Web Resources
1	https://www.ochrc.org
2	https://www.amnesty.org
3	https://www.hrw.org
4	https://www.coe.int/en/web/human-rights

Work to be donePSOs-Seven

Title of the course	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7	total
CO1	3	2	2	1	1	1	2	12
CO2	2	3	2	2	2	2	2	15
CO3	2	2	3	2	2	1	3	15
CO4	2	2	3	3	3	2	2	17
Total score of all courses contributing to PSO	9	9	10	8	8	6	9	

MAPPING of COs with Pos

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	3	2	2	2	1	1	2
CO2	2	3	2	1	2	2	2
CO3	2	2	2	1	3	1	2
CO4	2	2	3	3	1	2	2
Total Score	9	9	9	7	7	6	8
Average	2.25	2.25	2.25	1.75	1.75	1.5	2

0 – No Correlation
High

1 – Low

2 – Medium

3 –

SEMESTER – II

PUBLIC PERSONNEL ADMINISTRATION

Course Code	Course Name	Category	L	T	P	S	Credits	Inst. Hours	Marks		
									CI A	External	Total
	Public Personnel Administration	Core 3	3	1	-	1	5	5	25	75	100

Course Objectives

C1	To introduce the basic concepts of public personnel administration
C2	To understand recruitment, training, and service conditions
C3	To explain discipline, conduct, and employee relations
C4	To provide knowledge about personnel systems in India
C5	To develop basic administrative understanding among students

UNIT	Content	No. of Hours
I	Meaning and Nature of Public Personnel Administration Meaning and Definition of Personnel Administration - Nature and Scope - Importance in Public Administration - Difference between Personnel Administration and Human Resource Management - Role of personnel in governance	5
II	Recruitment and Training Meaning and Methods of Recruitment - Principles of Recruitment - Role of Union Public Service Commission and State Public Service Commissions - Training: Meaning, Need, and Types - Training Institutions in India	5
III	Service Conditions and Career Development Classification of Services - Pay, Allowances, and Promotion - Transfer and Career Development - Retirement and Pension - Performance Appraisal	5
IV	Discipline and Employee Relations Conduct Rules and Discipline - Disciplinary Procedures - Grievance Redressal - Trade Unions in Public Services - Employee Welfare Measures	5
V	Personnel Administration in India Structure of Civil Services in India - All India Services, Central and State Services - Role of Government in Personnel Management - Administrative Reforms in Personnel Administration - Challenges in Public Personnel Administration	5
	Total	25
	Course Outcome	Programme Outcome
CO	On completion of this course, students will learn	
1	Define and recall the meaning, nature, and scope of Public Personnel Administration.	PO1
2	Explain recruitment, training, and basic service conditions in public administration, including the role of Union Public Service Commission.	PO1, PO2
3	Apply knowledge of personnel policies such as promotion, transfer, and performance appraisal in administrative	PO3, PO6

	situations.	
4	Analyze disciplinary procedures, grievance redressal mechanisms, and employee relations in public services.	PO4,PO6
5	Evaluate the structure and functioning of personnel administration in India and assess its effectiveness.	PO1,PO2,PO4, PO5,PO6
6	Develop simple models or suggestions to improve personnel administration practices in public organizations.	PO3,PO5,PO6,PO7
	Text Book	
1	Avasthi, A. &Maheshwari, S.R. – Public Administration, Lakshmi Narain Agarwal, Agra, 2019.	
2	Bhattacharya, Mohit – Public Administration, World Press, Kolkata, 2018.	
3	Nigro, F.A. &Nigro, L.G. – Modern Public Administration, Harper & Row, New York, 1984.	
4	Fadia, B.L. – Public Administration, SahityaBhawan Publications, Agra, 2020.	
5	Sharma, M.P. &Sadana, B.L. – Public Administration in Theory and Practice, Kitab Mahal, New Delhi, 2017.	
Sl.No	Reference Book	
1	Laxmikanth, M. – Indian Polity, McGraw Hill Education, New Delhi, 2021.	
2	Mamoria, C.B. & Rao, V.S.P. – Personnel Management, Himalaya Publishing House, Mumbai, 2012.	
3	Aswathappa, K. – Human Resource Management, McGraw Hill Education, New Delhi, 2019.	
4	Government of India – Second Administrative Reforms Commission Reports on Civil Services, Government of India, New Delhi, 2005–2009	
5	Government of India – Reports of the Union Public Service Commission, New Delhi, (Latest Editions).	
Sl.No	Web Resources	
1	https://www.upsc.gov.in	
2	https://psc.ap.gov.in	
3	https://dopt.gov.in	
4	https://www.ilo.org	

CO- PO Mapping (Course Articulation Matrix)

	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	S	M	L	L	L	M	L
CO2	S	S	M	M	M	M	M
CO3	M	M	S	M	S	M	M
CO4	M	M	M	S	M	S	M
CO5	S	S	M	S	S	S	M
CO6	M	M	S	M	S	S	S

S- Strong (3) M-Medium (2) L- Low (1)

CO- PSO Mapping (Course Articulation Matrix)

CO/PSO	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7
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CO1	3	2	1	1	1	1	1
CO2	2	3	2	2	1	1	1
CO3	2	2	3	3	2	1	1
CO4	2	1	2	2	3	2	1
CO5	2	2	2	2	3	2	3
CO6	2	2	2	2	2	3	3
Total	14	13	13	13	14	12	11
Average	2.3	2.2	2.2	2.2	2.3	2.0	1.8

MSU

DEVELOPMENT ADMINISTRATION

Course Code	Course Name	Category	L	T	P	S	Credits	Hours	Marks		Total
									Internal	External	
	Development Administration	Core - 4	3	1	-	1	5	5	25	75	100
Course Objectives											
C1	To understand the meaning, scope, and evolution of Development Administration.										
C2	To explain major theories and approaches related to development.										
C3	To examine the role of Institutions, government, and non-state actors in development.										
C4	To analyze key development programs, strategies, and governance practices in India.										
C5	To evaluate current issues, challenges, and emerging trends in development administration.										
UNIT	CONTENT										NO. OF. HOURS
I	Foundations of Development Administration : Meaning, Nature, Scope, and Significance of Development Administration – Evolution: Post-World War II development context – Development Administration vs Traditional Public Administration – Ecology of Administration – Prismatic Society Model (Sala Model) – Development vs Growth: Indicators (GDP, HDI, GDI).										5
II	Theories and Approaches to Development :Contribution of F.W Riggs, Edward Weidner and Dwight Waldo – Classical Theories: Modernization Theory - Dependency Theory – World-System Theory – Administrative Theories: Structural-Functional Approach – Development vs Anti-development Thesis – Contemporary Approaches: Human Development Approach – Sustainable Development – Good Governance – New Public Management – New Public Service – Participatory Development and Inclusive Growth.										5
III	Institutions and Actors in Development Administration : Role of Bureaucracy – Political Executive – Planning Commission – NITI Aayog – Finance Commission – Panchayati Raj (73 rd Amendment) – Urban Local Bodies (74 th Amendment) – Non-State Actors: NGOs, SHGs, Civil Society Organizations – Corporate Sector and Corporate Social Responsibility (CSR) - International Agencies: World Bank – International Monetary Fund – United Nations Development Programme – Emergence of Non – State actors in Development Administration.										5
	Development Programs and Strategies: MGNREGA, PDS,										

IV	Direct Benefit Transfer (DBT) – NRLM, Rural Infrastructure, Digital Inclusion – Smart Cities Mission, AMRUT – National Education Policy, SarvaShikshaabhiyan – National Health Mission, Ayushman Bharat) – Green Revolution and Food Security – Governance Strategies: Public-Private Partnership (PPP) Decentralized Planning and Participatory Governance – E-Governance and Digital India – Monitoring & Evaluation: Social Audit, Performance Budgeting, Outcome Budgeting.	5
V	Issues, and Emerging Trends in development Administration :AdministrativeChallenges: Corruption, Red Tapism, Lack of Accountability – Administrative Reforms (ARC Reports) – Civil Service Reforms – Gender and Development – Social Justice and Inclusion (SC/ST, Minorities) – Climate Change, Sustainable Development – Globalization and Development – Digital Governance: AI, Big Data, Digital Divide – Role of Technology In Welfare Delivery – Ethics in Development Administration.	5
TOTAL		25
Course Outcome		Program me Outcome
CO	On Completion of this Course, Students will learn	
1	Explain the concepts, scope, and evolution of Development Administration.	PO1, PO2
2	Analyze major theories and approaches to development and their relevance.	PO2, PO3
3	Evaluate the role of Institutions, policies, and development programs in India.	PO2, PO3, PO5
4	Assess contemporary issues, governance practices, and emerging trends in development administration.	PO2, PO4, PO6, PO7
TEXT BOOK		
1	Development Administration in India (2019) – AnupamaPuri Mahajan	
2	Development Administration in India (eBook) – S.A. Palekar	
3	Development Administration: Concepts and Problems – S.P. Swerdlow (ed.)	
4	Development Projects as Policy Experiments – Dennis A. Rondinelli	
5	Public Administration: M Lakshmikant	
REFERENCE BOOK		
1	Riggs, Fred (Ed.), Frontiers of Development Administration, N.C. Duke University Press Durham, 1970.	
2	Manoranjan Sarkar, Dynamics of Development Administration, New Delhi, Wisdom Press, 2014.	
3	R.K. Sapru, Development Administration, Sterling Publishers Limited, New Delhi, 2012.	
4	PaiPanandikar, V.A. (ed.), Development Administration in India, Mac Millan Publishers, New Delhi, 1974.	
WEB RESOURCES		

1	https://www.niti.gov.in							
2	https://rural.nic.in							
3	https://www.worldbank.org							
4	https://www.undp.org							
Work to be done								
PSOs								
• Seven								
Title of the Course	PSO1	PS O2	PSO3	PS O4	PS O5	PSO6	PSO7	TOTAL
CO1	3	3	3	3	2	3	3	
CO2	3	2	2	3	3	3	3	
CO3	3	3	2	2	2	2	2	
CO4	3	3	3	3	2	2	2	
Total Score of all Courses Contributing to PSO	12	11	10	11	9	11	10	
MAPPING OF COs with POS								
CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	
CO1	3	3	3	3	3	2	3	
CO2	3	2	2	2	2	3	2	
CO3	3	2	2	2	2	2	3	
CO4	3	3	3	3	2	2	2	
TOTAL SCORE	12	10	10	10	9	9	10	
AVERAGE	3	2.5	2.5	2.5	2.25	2.25	2.5	

0 – No Correlation

1 – Low

2 – Medium

3 – High

PUBLIC HEALTH GOVERNANCE

Course Code	Course Name	Category	L	T	P	S	Credits	Inst. Hours	Marks		
									CI A	External	Total
	Public Health Governance	Elective -2	3	1	-	-	3	4	25	75	100

Course Objectives

C1	Understand the concepts and principles of public health governance.
C2	Analyze the structure and functioning of public health systems.
C3	Examine the role of government, private sector, and civil society in public health.
C4	Evaluate health policies, programs, and governance challenges.
C5	Develop an understanding of accountability, ethics, and leadership in public health.

UNIT	Content	No. of Hours
I	Introduction to Public Health Governance- Meaning, concept, and scope of public health governance- Principles of good governance in health- Public health systems and determinants of health- Health as a human right	4
II	Health Governance Structure- National, State, and Local health governance- Role of Ministries and Health Departments- Decentralization in public health-International health organizations and governance	4
III	Health Policies and Programmes- National Health Policy Universal Health Coverage (UHC) - Primary Health Care National public health programmes -Sustainable Development Goals (SDGs) and health	4
IV	Public Health Management and Leadership - Leadership in public health - Health planning and management - Health financing - Public-private partnerships - Community participation	4
V	Contemporary Issues in Public Health Governance - Health equity and social justice - Pandemic preparedness and emergency response - Digital health governance Ethics, transparency, and accountability - Future challenges in public health governance	4
	Total	20
	Course Outcome	Programme Outcome
CO		
1	Explain the concepts and principles of public health governance.	PO1, PO2
2	Describe the structure and functions of health governance systems.	PO2,PO3,PO7

3	Analyze public health policies and programmes.	PO3,PO7
4	Evaluate governance practices in public health management.	PO4,
5	Apply governance principles to address contemporary public health challenges.	PO3,PO5,PO6,PO7

	Text Book
1	Turnock, Bernard J. Essentials of Public Health. 3rd Edition. Burlington: Jones & Bartlett Learning, 2016.
2	Schneider, Mary-Jane. Introduction to Public Health. 6th Edition. Burlington: Jones & Bartlett Learning, 2020.
3	Detels, Roger, Martin Gulliford, Quarraisha Abdool Karim, and Chorh Chuan Tan (Eds.). Oxford Textbook of Public Health. 6th Edition. Oxford: Oxford University Press, 2015.
4	Essentials of Public Health – Bernard J. Turnock.

Sl.No	Reference Book
1	Beaglehole, Robert, Ruth Bonita, and Tord Kjellström. Basic Epidemiology. 2 nd Edition. Geneva: World Health Organization, 2006.
2	Milstead, Jessica A., and Nancy M. Short. Health Policy and Politics: A Nurse's Guide. 6th Edition. Burlington: Jones & Bartlett Learning, 2019.
3	Park, K. Park's Textbook of Preventive and Social Medicine. 27th Edition. Jabalpur: Banarsidas Bhanot Publishers, 2023.
4	Tulchinsky, Theodore H., and Elena A. Varavikova. The New Public Health. 3rd Edition. London: Academic Press, 2014.
5	Health Policy and Politics – Jessica Milstead & Nancy Short.
Sl.No	Web Resources
1	https://www.who.int
2	https://www.nhs.uk
3	https://www.icmr.gov.in
4	https://www.unicef.org

CO- PO Mapping (Course Articulation Matrix)

	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	S	S	M	L	L	L	M
CO2	M	S	S	M	L	L	S
CO3	M	M	S	M	M	L	S
CO4	L	M	M	S	M	L	M
CO5	L	M	S	M	S	S	S

S- Strong (3) M-Medium (2) L- Low (1)

CO- PSO Mapping (Course Articulation Matrix)

CO/PSO	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7
CO1	3	2	1	1	1	1	1
CO2	2	3	2	1	1	1	3
CO3	2	2	3	2	2	1	3
CO4	1	2	2	3	2	1	2
CO5	1	2	3	2	3	3	3
Total	9	11	11	9	9	7	12
Average	1.8	2.2	2.2	1.8	1.8	1.5	2.4

MSU

LABOUR WELFARE ADMINISTRATION IN INDIA

Cou rse Cod e	Course Name	Catego ry	L	T	P	S	Cred its	Hour s	Intern al	Extern al	
	Labour welfare administration in India	Elective - 2	2	1	-	1	3	4	25	75	100
Course Objectives											
C1	To understand the concepts, principles, and importance of labour welfare in India.										
C2	To study labour welfare administration, welfare agencies, and the role of welfare officers.										
C3	To develop knowledge of labour laws, social security measures, and worker welfare provisions.										
C4	To understand the role of labour welfare in promoting workers' health, safety, efficiency, and social well-being.										
C5	To analyze contemporary labour welfare issues and challenges in industrial and employment sectors.										
UNIT	CONTENT									NO. OF HOURS	
I	Introduction to Labour Welfare :Meaning, Definition and Scope of labour welfare - Theories of labour welfare - Importance of labour welfare -Types of labour welfare - Labour welfare in India: growth and development.									4	
II	Labour Welfare Administration :Organization of labour welfare departments - Labour administration machinery in India - Role and functions of: Central Government, State Government, Employers, Trade unions - Duties and responsibilities of Labour Welfare Officer -Qualifications and appointment of welfare officers.									4	
III	Labour Welfare Legislations :Welfare provisions under: Factories Act, 1948 - Mines Act, 1952 - Plantation Labour Act, 1951 - Contract Labour n(Regulation and Abolition) Act, 1970 - Building and Other Construction Workers Act, 1996 - Labour Codes: Code on Wages, 2019 - Occupational Safety, Health and Working Conditions Code, 2020 - Working conditions, health, safety, and welfare measures.									4	
IV	Social Security and Welfare Measures : Social insurance and social assistance - Welfare schemes for workers - Provisions relating to: Employees' State Insurance Act, 1948 - Employees' Provident Funds and Miscellaneous Provisions Act, 1952 - Maternity Benefit Act, 1961 - Payment of Gratuity Act, 1972 - Welfare facilities: Housing, Medical care, Canteen, Creche, Recreation,Educational facilities.									4	
	Contemporary Issues in Labour Welfare :Labour welfare in										

V	unorganized sector - Women labour welfare -Child labour welfare - Migrant labour welfare -Role of International Labour Organization in labour welfare - Corporate Social Responsibility (CSR) and labour welfare - Recent trends and challenges in labour welfare administration in India	4						
TOTAL		20						
Course Outcome		Program me Outcome						
CO	On Completion of this Course, Students will learn							
1	Understand the basic concepts and importance of labour welfare in India.	PO1, PO5						
2	Explain the functions of labour welfare administration and the role of welfare officers.	PO1, PO7						
3	Apply major labour laws and social security measures related to worker welfare and safety.	PO2, PO3						
4	Analyze current labour welfare issues and challenges in the industrial sector.	PO2, PO4, PO5						
TEXT BOOK								
1	Industrial Relations and Labour Welfare: Text and Cases – Dr. R. Sivarethinamohan							
2	Labour Welfare and Social Security – Dr. P. Subba Rao							
3	Labour Welfare, Trade Unionism and Industrial Relations – S.D. Punnekar							
4	Labour and Industrial laws – S N Misra							
5	Labour Welfare and Industrial Relations – P.C. Tripathy							
REFERENCE BOOK								
1	Goel, S.L. and R.L.Jain, Social Welfare Administration Vol.I and Vol.II, New Delhi: Deep and Deep. 2009.							
2	Choudry, Paul., Social Welfare Administration, Delhi: Atma Ram and sons, 2000.							
3	Jacob, K.K., Policy in India, Udaipur: Himalaya Publications, 1989.							
4	Sachdeva, D.R., Social Welfare Administration, Kitab Mahal.							
WEB RESOURCES								
1	http://labour.gov.in							
2	http://labourbureau.gov.in							
3	http://eshram.gov.in							
4	http://epfindia.gov.in							
5	http://vvgnli.gov.in							
Work to be done								
PSOs								
• Seven								
Title of the Course	PSO1	PS O2	PSO3	PS O4	PS O5	PSO6	PSO7	TOTAL
CO1	3	3	3	3	3	2	2	
CO2	3	2	3	3	3	3	2	
CO3	3	2	2	2	2	3	2	
CO4	2	3	2	3	2	2	2	

Total Score of all Courses Contributing to PSO	11	10	9	11	11	11	8	
MAPPING OF COs with POS								
CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	
CO1	3	3	3	3	3	2	2	
CO2	3	3	2	2	2	2	3	
CO3	3	2	2	2	2	2	2	
CO4	2	2	2	2	2	2	2	
TOTAL SCORE	11	10	9	9	9	8	9	
AVERAGE	2.75	2.5	2.25	2.25	2.25	2	2.25	

0 – No Correlation

1 – Low

2 – Medium

3 – High

RELIEF AND REHABILITATION MANAGEMENT

Course Code	Course Name	Category	L	T	P	S	Credits	Inst. Hours	Marks		
									CI A	External	Total
	Relief and Rehabilitation management	SEC -2	2	-	-	-	1	2	25	75	100

Course Objectives

C1	To understand the concepts and importance of disaster relief and rehabilitation.
C2	To examine the processes of disaster response, recovery, and reconstruction.
C3	To develop skills in planning and managing relief operations.
C4	To analyze policies, frameworks, and institutions involved in disaster management.
C5	To understand community participation and sustainable rehabilitation practices.

UNIT	Content	No. of Hours
I	Introduction to Relief and Rehabilitation Meaning and concepts of relief and rehabilitation -Types of disasters: natural and man-made -Disaster management cycle: response, recovery, rehabilitation -Principles of relief management -Role of government and non-government agencies .	2
II	Disaster Response and Relief Operations Emergency response mechanisms -Search, rescue, and evacuation -Relief camp management -Food, water, sanitation, and health services -Logistics and supply chain management in disasters.	2
III	Rehabilitation and Reconstruction Short-term and long-term rehabilitation -Housing and infrastructure reconstruction -Livelihood restoration and economic recovery -Psychological support and trauma care -Community-based rehabilitation.	2
IV	Policies, Laws, and Institutional Framework Disaster management policies in India -Role of National Disaster Management Authority -Disaster Management Act, 2005 -Role of NGOs and international agencies -Ethical issues in relief distribution	2
V	Contemporary Issues and Technology Use of technology in disaster management (GIS, remote sensing) -Role of social media in relief operations-Climate change and disaster risks -Sustainable and resilient rehabilitation practices -Case studies of major disasters (India and global).	2

	Total	10
	Course Outcome	Programme Outcome
CO	On completion of this course, students will learn	
1	Understand the concepts of relief and rehabilitation , types of disasters (natural and man-made), and the disaster management cycle.	PO1
2	Explain emergency response mechanisms , including search, rescue, evacuation, and relief operations.	PO1, PO2
3	Analyze the management of relief camps , including food, water, sanitation, health services, and logistics.	PO3
4	Evaluate rehabilitation and reconstruction strategies , including housing, infrastructure, livelihood restoration, and psychological support.	PO4
5	Understand the legal and institutional framework for disaster management in India, including policies and the role of agencies.	PO4, PO5
6	Assess the role of technology, social media, and climate change in disaster management and sustainable rehabilitation.	PO6

	Text Book
1	K.K. Gupta -Introduction to Disaster Management.
2	David Alexander -Disaster Response and Recovery .
3	Gonzalo Lizarralde -Rebuilding After Disasters .
4	P. Narayan -Disaster Management in India .

Sl.No	Reference Book
1	Coppola, D. P. – Introduction to International Disaster Management
2	Singh, R. B. – Disaster Management
3	Carter, W. N. – Disaster Management: A Disaster Manager's Handbook
4	Publications of National Disaster Management Authority
5	Coppola, D. P. – Introduction to International Disaster Management
Sl.No	Web Resources
1	https://www.unocha.org
2	https://www.who.int/emergencies
3	https://ndma.gov.in/sites/default/files/PDF/DM_act2005.pdf
4	https://www.unicef.org/emergencies

Work to be done

PSOs

-Seven

Title of the course	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7	total
CO1	3	2	2	1	1	1	2	12
CO2	2	3	2	2	2	2	2	15
CO3	2	2	3	2	2	1	3	15
CO4	2	2	3	3	3	2	2	17

Total score of all courses contributing to PSO	9	9	10	8	8	6	9	
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MAPPING of COs with Pos

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	3	2	2	2	1	1	2
CO2	2	3	2	1	2	2	2
CO3	2	2	2	1	3	1	2
CO4	2	2	3	3	1	2	2
Total Score	9	9	9	7	7	6	8
Average	2.25	2.25	2.25	1.75	1.75	1.5	2

0 – No Correlation

1 – Low

2 – Medium

3 – High

Citizen and Service Oriented Governance

Course Code	Course Name	Category	L	T	P	S	Credits	Inst. Hours	Marks		
									CIA	External	Total
	Citizen and Service Oriented Governance	SEC 3	2	-	-	-	1	2	25	75	100

Course Objectives

C1	To introduce the concept of citizen-centric governance
C2	To understand public service delivery systems
C3	To examine transparency and accountability mechanisms
C4	To study citizen participation in governance
C5	To analyze institutional support for citizen rights and services

UNIT	Content	No. of Hours
I	Governance and Citizen Orientation Meaning of Governance and Good Governance - Elements and dimensions of Good Governance - Role of State, Market, and Civil Society - Citizen as stakeholder in governance - Changing state- citizen relationship.	2
II	Citizen-Centric Governance Framework Concept and principles of citizen-centric governance - Transparency and accountability in administration - Decentralization and delegation - Ethics in governance and civil service reforms - Right to Information (RTI) and citizen rights.	2
III	Tools for Citizen-Oriented Service Delivery Citizen's Charter: concept and significance - Sevottam Model and service quality standards - Public grievance redressal mechanisms - Social audit and public monitoring - Role of e-governance in service delivery	2
IV	Service Delivery and Citizen Engagement Right to Public Services (RTS) - Service delivery at central, state, and local levels - People's participation in governance - Community engagement and public feedback - Consumer protection system (basic structure)	2
V	Institutions Supporting Citizen Welfare Role of statutory bodies in protecting citizens: National Human Rights Commission - National Commission for Women - National Commission for Protection of Child Rights - National Commission for Minorities - Consumer Disputes Redressal Agencies - Challenges in citizen oriented governance.	2
	Total	10
	Course Outcome	Programme Outcome
CO	On completion of this course, students will learn	
1	Define and recall the concepts of governance, good governance, and citizen-centric administration.	PO1, PO2, PO6
2	Explain the principles of citizen-oriented governance, including transparency, accountability, and the Right to Information.	PO1, PO2, PO4, PO6
3	Apply knowledge of service delivery systems and citizen charters	PO3, PO6

	in administrative contexts	
4	Analyze mechanisms such as grievance redressal, social audit, and public participation in governance.	PO4,PO6
5	Evaluate the effectiveness of service delivery systems and institutional mechanisms in ensuring citizen welfare.	PO4, PO5,PO6
6	Suggest and design simple measures to improve citizen-centric governance and public service quality.	PO3,PO5,PO6,PO7

	Text Book
1	Bhattacharya, Mohit – Public Administration, World Press, Kolkata, 2018.
2	Avasthi, A. &Maheshwari, S.R. – Public Administration, Lakshmi Narain Agarwal, Agra, 2019.
3	Henry, Nicholas – Public Administration and Public Affairs, Pearson Education, New Delhi, 2017.
4	Fadia, B.L. – Public Administration, SahityaBhawan Publications, Agra 2020.
5	Laxmikanth, M. – Indian Polity, McGraw Hill Education, New Delhi, 2021.

Sl.No	Reference Book
1	Government of India – Second Administrative Reforms Commission Reports, Government of India Publications, New Delhi, 2005–2009.
2	United Nations Development Programme (UNDP) – Governance for Sustainable Human Development, UNDP Publications, New York, 2015.
3	Ministry of Personnel, Public Grievances and Pensions – Citizen Charter and Grievance Redressal Mechanisms, Government of India, New Delhi, 2018.
4	World Bank – World Development Report: Governance and the Law, World Bank Publications, Washington D.C., 2017.
5	OECD – Principles of Good Governance and Public Service Delivery, OECD Publications, Paris, 2019.
Sl.No	Web Resources
1	https://darpg.gov.in
2	https://rti.gov.in
3	https://nhrc.nic.in
4	https://prsindia.org

CO- PO Mapping (Course Articulation Matrix)

	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	S	M	L	L	L	M	L
CO2	S	S	M	M	M	M	M
CO3	M	M	S	S	S	M	M
CO4	M	M	M	S	M	S	M
CO5	M	M	M	S	S	S	M
CO6	M	M	S	M	S	S	S

S- Strong (3) M-Medium (2) L- Low (1)

CO- PSO Mapping (Course Articulation Matrix)

CO/PSO	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7
CO1	3	2	1	1	1	1	1
CO2	3	2	2	3	2	1	1
CO3	2	3	3	2	2	1	1
CO4	2	2	3	3	2	2	1
CO5	2	2	2	3	3	2	2
CO6	2	2	3	2	3	2	3
Total	14	13	14	14	13	9	9
Average	2.3	2.2	2.3	2.3	2.2	1.5	1.5

MSU

LEADERSHIP AND TEAMWORK

Course Code	Course Name	Category	L	T	P	S	Credits	Inst. Hours	Marks		
									CI A	External	Total
	Leadership and Teamwork	Naan Muthalvan	2	-	-	-	2	2	25	75	100

Course Objectives

C1	To develop leadership qualities for administrative and professional roles
C2	To enhance teamwork and collaboration skills
C3	To build communication and interpersonal competencies
C4	To train students in decision-making and problem-solving
C5	To prepare students for workplace and placement readiness

UNIT	Content	No. of Hours
I	Foundations of Leadership Meaning and importance of leadership - Leadership vs Management - Traits and qualities of effective leaders - Leadership styles: authoritarian, democratic, transformational - Role of leadership in public administration	2
II	Communication and Interpersonal Skills Verbal and non-verbal communication - Listening and feedback skills - Public speaking and presentation skills - Emotional intelligence and interpersonal relations - Communication barriers and overcoming them	2
III	Teamwork and Group Dynamics Meaning and importance of teamwork - Types of teams and team roles - Stages of team development - Group behavior and coordination - Building effective teams in organizations	2
IV	Leadership in Action Decision-making and problem-solving - Conflict management and negotiation - Motivation and team building - Time management and stress management - Case studies in leadership (administration & workplace)	2
V	Employability and Workplace Readiness Leadership for career growth - Resume building and interview skills - Workplace ethics and professionalism - Adaptability and organizational behavior - Leadership in digital and modern workplace	
	Total	10
	Course Outcome	Programme Outcome
CO	On completion of this course, students will learn	

1	Explain leadership concepts and styles	PO1, PO2
2	Demonstrate effective communication and teamwork skills	PO2,PO3,PO7
3	Apply leadership techniques in group situations	PO3,PO7
4	Analyze team dynamics and conflict situations	PO4,
5	Develop strategies for workplace leadership and collaboration	PO3,PO5,PO6,PO7

	Text Book
1	Robbins, Stephen P. – Organizational Behavior, Pearson Education, New Delhi, 2017.
2	Northouse, Peter G. – Leadership: Theory and Practice, Sage Publications, New Delhi, 2019.
3	Aswathappa, K. – Organizational Behaviour, Himalaya Publishing House, Mumbai, 2018.
4	Luthans, Fred – Organizational Behavior, McGraw Hill Education, New York, 2015.

Sl.No	Reference Book
1	Lunenburg, Fred C. & Ornstein, Allan C. – Educational Administration: Concepts and Practices, Wadsworth Cengage Learning, Boston, 2012.
2	Bush, Tony – Theories of Educational Leadership and Management, Sage Publications, London, 2011.
3	Government of India – National Education Policy (1968, 1986, 2020), Ministry of Education, New Delhi.
4	University Grants Commission (UGC) – Reports on Higher Education and Governance, New Delhi, (Latest Editions).
5	National Council of Educational Research and Training (NCERT) – Educational Administration and Policy Documents, New Delhi.
Sl.No	Web Resources
1	https://www.mindtools.com
2	https://hbr.org
3	https://www.coursera.org
4	https://www.skillsyouneed.com

CO- PO Mapping (Course Articulation Matrix)

	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	S	S	M	L	L	L	M
CO2	M	S	S	M	L	L	S
CO3	M	M	S	M	M	L	S
CO4	L	M	M	S	M	L	M
CO5	L	M	S	M	S	S	S

S- Strong (3) M-Medium (2) L- Low (1)

CO- PSO Mapping (Course Articulation Matrix)

CO/PSO	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7
CO1	3	2	1	1	1	1	1
CO2	2	3	2	1	1	1	3
CO3	2	2	3	2	2	1	3
CO4	1	2	2	3	2	1	2
CO5	1	2	3	2	3	3	3
Total	9	11	11	9	9	7	12
Average	1.8	2.2	2.2	1.8	1.8	1.5	2.4

MSU