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VEER NARMAD SOUTH GUJARAT UNIVERSITY

University Campus, Udhna-Magdalla Road, SURAT - 395 007, Gujarat, India.

વીર નર્મદ દક્ષિણ ગુજરાત યુનિવર્સિટી

યુનિવર્સિટી કેમ્પસ, ઉદ્ધના-મગદલા રોડ, સુરત - ૩૯૫ ૦૦૭, ગુજરાત, ભારત.

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ક્રમાંક:ઓથો./સિલેબસ/પરિપત્ર/૧૩૭૯૦/૨૦૨૬

તા.૨૩/૦૬/૨૦૨૬

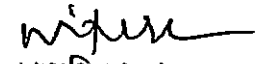
પ્રતિ,
વડાશ્રી,
ડિપાર્ટમેન્ટ ઓફ પબ્લીક એડમિનિસ્ટ્રેશન,
વીર નર્મદ દક્ષિણ ગુજરાત યુનિવર્સિટી,
સુરત.

વિષય:— NEP-2020 અંતર્ગત 2 Year PG-M.A.Public Administration ના સેમેસ્ટર-૧ થી ૪ ના અભ્યાસક્રમ અંગે.

સુશ્રી,

સવિનય જણાવવાનું કે, શૈક્ષણિક વર્ષ ૨૦૨૬-૨૭ થી ક્રમશઃ અમલમાં આવનાર NEP- 2020 અંતર્ગત 2 years PG- Master of Arts- Public Administration ના સેમેસ્ટર-૧ થી ૪ ના અભ્યાસક્રમ અંગે પોલિટિકલ સાયન્સ એન્ડ પબ્લીક એડમિનિસ્ટ્રેશન વિષયની અભ્યાસ સમિતિની તા.૦૭/૦૫/૨૦૨૬ની સભાનાં ઠરાવ ક્રમાંક:૨ થી કરેલ ભલામણ સ્વીકારી વિનયન વિદ્યાશાખાની તા.૧૦/૦૬/૨૦૨૬ની સભાનાં ઠરાવ ક્રમાંક:૪૨ થી કરેલ ભલામણને એકેડેમિક કાઉન્સિલની તા.૧૮/૦૬/૨૦૨૬ ની સભાનાં ઠરાવ ક્રમાંક: ૮૪ થી મંજૂર કરેલ છે. જેનો અમલ કરવા આથી જાણ કરવામાં આવે છે.

(બિડાણ: ઉપર મુજબ)


કુલસચિવ (૦૦૧)

પ્રતિ,

૧) અધ્યક્ષશ્રી, વિનયન વિદ્યાશાખા.

૨) પરીક્ષા નિયામકશ્રી, પરીક્ષા વિભાગ, વીર નર્મદ દ. ગુ. યુનિવર્સિટી, સુરત.

.....તરફ જાણ તેમજ અમલ સારૂ.

MASTER OF ARTS - PUBLIC ADMINISTRATION
Academic Year : 2026-2027

The relevance of Public Administration has expanded significantly since the emergence of human civilization. Over time, its role has evolved from that of a direct provider of services to a regulator, facilitator and coordinator in the modern governance framework. In response to these changing dynamics, the Master's Programme in Public Administration offers a comprehensive curriculum encompassing both classical and contemporary dimensions of the discipline.

The programme covers core theoretical foundations - from traditional to modern administrative theories—along with key areas such as Indian Polity and Administration, Comparative Public Administration, Personnel and Financial Administration, Social Welfare Administration, Hospital Administration, Corporate Governance, Foreign Policy, Environmental Policy, Water Resource Management and Disaster Management. This broad-based academic structure equips students with analytical, managerial and policy-oriented skills required to address complex governance challenges.

The course is designed to support students aspiring to build careers in globally competitive public and private sectors, civil services and national and international research institutions. Additionally, it provides a strong foundation for those seeking to pursue higher studies and research in disciplines such as Public Administration, Local Self-Government, Rural Development, Urban Governance and Management, Public Policy, Law and Governance, Sociology and Political Science.

Features of the Programme

Name of Programme offered : **Post Graduate (MA)/Diploma**
Duration of Programme : **2 Year Post Graduate Degree**
1 Year Post Graduate Degree
1 Year Post Graduate Diploma

A course can have a combination of lecture credits, tutorial and practical credits.

Structures and Credits of Papers:

Core Paper (CC)	16 CC papers each of 4 credits
CC Vocational Course (VC)	4 VC papers each of 4 credits
Skill enhancement Course (SEC)	4 SEC papers each of 2 credits

Examination Scheme will be as follows -

Semester Examination	Distribution of Marks (Each Paper)
Internal Exam	50 Marks
External Exam	50 Marks
Total	100 Marks

Level of Courses

Sr. No.	Qualification	Level
01	PG Diploma	6
02	1 Year PG after a 4 Years UG (Hons/Hons. With research)	6.5
03	2 Year PG after a 3 years UG	
	1 st Year of PG	6.0
	2 nd Year of PG	6.5

Internship - Internship after 2nd and 4th Semester of 120 Hours each

Note : - Internship arrangements are to be made by the student themselves. Internship can be done only during summer and winter vacation, No TA/DA will paid by the department/University

Inclusion of new subjects - Inclusion of new subjects like Hospital Administration, International Relations, Corporate Governance, Risk Management and Financial Governance, Urban and Local Governance

Vocational Courses: Hospitality and Tourism Management, Hospital Administration, Risk Management and Financial Governance, Public Relations

Pattern of Courses - (a) Course Work.
(b) Course Work+ Research Work.

Type of Course	Course Code	Subjects	Per Weeks	
			Lecture	Tutorial/Seminar/ Practical/workshop etc
SEMESTER – I				
MAJOR	PAM 501-1C	Principles of Public Administration	04	01
MAJOR	ICPM 502 -1C	Indian Constitution and Polity	04	01
MAJOR	EFAM 503 – 1C	Economic and Financial Administration in India	04	01
MAJOR	EPAM 504 – 1C	Environment Policy and Administration	04	01
MAJOR/VC	HTVM 505 – 1C	Hospitality and Tourism Management	04	01
SEC	SEC 506 -1C	E –Governance	02	01
		Total	22	
SEMESTER – II				
MAJOR	CPAM 507 - 2C	Comparative Public Administration	04	01
MAJOR	IPPM 508 - 2C	Introduction to Public Policy	04	01
MAJOR	IRM 509 - 2C	International Relations	04	01
MAJOR	PMM 510 - 2C	Project Management	04	01
MAJOR/VC	HAVM 511 - 2C	Hospital Administration and Management	04	01
SEC	SEC 512 - 2C	Urban and Local Governance	02	01
		Total	22	

Type of Course	Course Code	Subjects	Per Weeks	
			Lecture	Tutorial/Seminar/ Practical/workshop etc
SEMESTER – III				
MAJOR	PPAM 601 -3C	Public Personnel Administration	04	01
MAJOR	SPAM 602 -3C	Social Policy and Administration	04	01
MAJOR	ALGM 603 – 3C	Administrative Law, Ethics and Governance	04	01
MAJOR	CGM 604 – 3C	Corporate Governance	04	01
MAJOR/VC	RMGVM 605 – 3C	Risk Management and Financial Governance	04	01
SEC	SEC 606 – 3C	Water Resources Management	02	01
		Total	22	
SEMESTER – IV				
MAJOR	PHSMM 607 – 4C	Public Health and Sanitation Management	04	01
MAJOR	POAM 608 – 4C	Police Administration	04	01
MAJOR	HRMM 609 – 4C	Human Resources Management and Industrial Relations	04	01
MAJOR	RMM 610 – 4C	Research Methodology	04	01
MAJOR/VC	PRVM 611 – 4C	Public Relations	04	01
SEC	SEC 612 – 4C	Disaster Management	02	01
		Total	22	

Master of Arts (Public Administration)

Name of Program	Master of Public Administration /Diploma in Public Administration			
Abbreviation	M A (Public Administration)			
Duration	M.A. -2 Year	M.A.-1 Year	Diploma- 1 Year	
Eligibility criteria	3 Year U.G. 2 Year PG after a 4 years UG such as B.E., B Tech etc.	4 Years UG (Hons/Hons. With research) in Public Administration and Political Science	3 Year U.G. 2 Year PG after a 4 years UG such as B.E., B Tech etc.	
Syllabus	24 Papers (2 Internship of 120 Hours)	12 Papers and Internship of 120 Hours	12 papers 1-year diploma and Internship of 120 Hours	
Pattern of Course	1. Course Work 44 2. 22 Course and 22 Research Work 3. 44 Research Work (i. Course work in all Semester ii. course work in the third semester and research in the fourth semester or iii. only research in the third and fourth semester)	1. Course Work 2. Course and Research Work 3. Research Work	1. Course Work + Internship	
Level	6.5/7	6.5	6	
Credits	88	44	44	
	5% of total Credit is allotted to BKS			
	Internship of 120 HRS at the end of 2 & 4 Semester			
	Qualifications	Level	Credits	Credit points
	P.G. Diploma	6	44	264
	1-Year PG after a 4 years UG	6.5	44	286
	2 Years PG after a 3 years UG	6.0/6.5	88	572
* Level of course - 1 st Year-400-499 2 nd Year - 500-599				

Structure for Two Year Post Graduate programme

Course Work

Type of Course	Course Code	Subjects	Per Weeks	
			Lecture	Tutorial/Seminar/ Practical/workshop etc.
SEMESTER – I				
MAJOR	PAM 501-1C	Principles of Public Administration	04	01
MAJOR	ICPM 502 -1C	Indian Constitution and Polity	04	01
MAJOR	EFAM 503 – 1C	Economic and Financial Administration in India	04	01
MAJOR	EPAM 504 – 1C	Environment Policy and Administration	04	01
MAJOR/VC	HTVM 505 – 1C	Hospitality and Tourism Management	04	01
SEC	SEC 506 -1C	E –Governance	02	01
		Total	22	
SEMESTER – II				
MAJOR	CPAM 507 - 2C	Comparative Public Administration	04	01
MAJOR	IPPM 508 - 2C	Introduction to Public Policy	04	01
MAJOR	IRM 509 - 2C	International Relations	04	01
MAJOR	PMM 510 - 2C	Project Management	04	01
MAJOR/VC	HAVM 511 - 2C	Hospital Administration and Management	04	01
SEC	SEC 512 - 2C	Urban and Local Governance	02	01
		Total	22	
<u>Exit Option</u> - There shall only be one exit point for those who join a two years PG Programme. Students who exit at the end of 1 Year shall be awarded a Post Graduate Diploma.				
Type of Course	Course Code	Subjects	Per Weeks	
			Lecture	Tutorial/Seminar/ Practical/workshop etc.
SEMESTER – III				
MAJOR	PPAM 601 -3C	Public Personnel Administration	04	01
MAJOR	SPAM 602 -3C	Social Policy and Administration	04	01
MAJOR	ALGM 603 – 3C	Administrative Law, Ethics and Governance	04	01
MAJOR	CGM 604 – 3C	Corporate Governance	04	01
MAJOR/VC	RMGVM 605 – 3C	Risk Management and Financial Governance	04	01
SEC	SEC 606 – 3C	Water Resources Management	02	01
		Total	22	

SEMESTER – IV				
MAJOR	PHSMM 607 – 4C	Public Health and Sanitation Management	04	01
MAJOR	POAM 608 – 4C	Police Administration	04	01
MAJOR	HRMM 609 – 4C	Human Resources Management and Industrial Relations	04	01
MAJOR	RMM 610 – 4C	Research Methodology	04	01
MAJOR/VC	PRV 611 – 4C	Public Relations	04	01
SEC	SEC 612 – 4C	Disaster Management	02	01
		Total	22	

Course Work +Research

2nd Year semester III

Type of Course	Course Code	Subjects	Per Weeks	
			Lecture	Tutorial/Seminar/ Practical/workshop etc.
SEMESTER – III				
MAJOR	PPAM 601 -3C	Public Personnel Administration	04	01
MAJOR	SPAM 602 -3C	Social Policy and Administration	04	01
MAJOR	ALGM 603 – 3C	Administrative Law, Ethics and Governance	04	01
MAJOR	CGM 604 – 3C	Corporate Governance	04	01
MAJOR/VC	RMGVM 605 – 3C	Risk Management and Financial Governance	04	01
SEC	SEC 606 – 3C	Water Resources Management	02	01
		Total	22	
Semester IV				
MAJOR	FRM (PA) 613 – 4C (Foundational Research Methodology)	Research Methodology-I	04	
MAJOR	TRM (PA) 614 – 4C (Techniques Research Methodology)	Research Methodology-II	04	
MAJOR	ARM (PA) 615 – 4C (Advanced Research Methodology)	Research Methodology-III	04	
MAJOR	RPV (PA) 616 – 4C	Research Project & Viva	10	
		Total	22	

(*PA Stand for Public Administration)

Research Only**2nd Year Semester –III & IV**

Type of Course	Course Code	Subjects	Per Weeks	
			Lecture	Tutorial/Seminar/ Practical/workshop etc.
SEMESTER – III				
MAJOR	FRM (PA) 613 – 3C (Foundational Research Methodology)	Research Methodology-I	04	
MAJOR	TRM (PA) 614 – 3C (Techniques Research Methodology)	Research Methodology-II	04	
MAJOR	ARM (PA) 615 – 3C (Advanced Research Methodology)	Research Methodology-III	04	
MAJOR	LR (PA) 617 – 3C	Literature Review	10	
		Total	22	
Semester IV				
MAJOR	RPV (PA) 616 – 4C	Research Project & Viva	22	
		Total	22	

Structure for 1 Year Post Graduate Programme
1 Year PG after a 4 Years UG (Hons/Hons. With research)

Student have three option

- (a) Course Work
- (c) Course work + Research
- (b) Research

Type of Course	Course Code	Subjects	Per Weeks	
			Lecture	Tutorial/Seminar/ Practical/workshop etc.
SEMESTER – I				
MAJOR	PPAM 701 – 1C	Principles of Public Administration	04	01
MAJOR	ICPM 702 – 1C	Indian Constitution and Polity	04	01
MAJOR	PPAM 703 – 1C	Economic and Financial Administration in India	04	01
MAJOR	SPAM 704 – 1C	Social Policy and Administration	04	01
MAJOR/VC	HTVM 705 - 1C	Hospitality and Tourism Management	04	01
SEC	SEC 706 – 1C	Environment Policy and Administration	02	01
		Total	22	
SEMESTER – II				
MAJOR	IPPM 707 – 2C	Introduction to Public Policy	04	01
MAJOR	PHSM 708 - 2C	Comparative Public Administration	04	01
MAJOR	DMM 709 – 2C	Disaster Management	04	01
MAJOR	IRM 710 – 2C	International Relations	04	01
MAJOR/VC	PRVM 711 – 2C	Public Relations	04	01
SEC	SEC 712 – 2C	Research Methodology	02	01
		Total	22	

Course work + Research

Type of Course	Course Code	Subjects	Per Weeks	
			Lecture	Tutorial/Seminar/ Practical/workshop etc.
SEMESTER – I				
MAJOR	PPAM 701 – 1C	Principles of Public Administration	04	01
MAJOR	ICPM 702 – 1C	Indian Constitution and Polity	04	01
MAJOR	PPAM 703 – 1C	Economic and Financial Administration in India	04	01
MAJOR	SPAM 704 – 1C	Social Policy and Administration	04	01
MAJOR/VC	HTVM 705 - 1C	Hospitality and Tourism Management	04	01
SEC	SEC 706 – 1C	Environment Policy and Administration	02	01
		Total	22	
SEMESTER – II				
MAJOR	FRM (PA) 713 – 2C (Foundational Research Methodology)	Research Methodology-I	04	
MAJOR	TRM (PA) 714 – 2C (Techniques Research Methodology)	Research Methodology-II	04	
MAJOR	ARM (PA) 715 – 2C (Advanced Research Methodology)	Research Methodology-III	04	
MAJOR	RPV (PA) 716 – 2C	Research Project & Viva	10	
		Total	22	

Research Only**1 Year Semester –I & II**

Type of Course	Course Code	Subjects	Per Weeks	
			Lecture	Tutorial/Seminar/ Practical/workshop etc.
SEMESTER – I				
MAJOR	FRM (PA) 713 – 1C (Foundational Research Methodology)	Research Methodology-I	04	
MAJOR	TRM (PA) 714 – 1C (Techniques Research Methodology)	Research Methodology-II	04	
MAJOR	ARM (PA) 715 – 1C (Advanced Research Methodology)	Research Methodology-III	04	
MAJOR	LR (PA) 717 - 1C	Literature Review	10	
		Total	22	
SEMESTER II				
MAJOR	RPV (PA) 716 – 2C	Research Project & Viva	22	
		Total	22	

REQUIRED CONTACT HOURS TO EARN CREDITS WILL BE AS FOLLOWS

Paper	Per Weeks (16 Weeks)	
	Lecture 4 credit = 4 hrs per week	Tutorial/Seminar/ Practical/workshop etc.
Principles of Public Administration	04	01
Indian Constitution and Polity	04	01
Economic and Financial Administration in India	04	01
Environment Policy and Administration	04	01
Hospitality and Tourism Management	04	01
E governance	02	01
Comparative Public Administration	04	01
Introduction to Public Policy	04	01
International Relations	04	01
Project Management	04	01
Hospital Administration and Management	04	01
Urban and Local Governance	02	01
Public Personnel Administration	04	01
Social Policy and Administration	04	01
Administrative Law, Ethics and Governance	04	01
Corporate Governance	04	01
Risk Management and Financial Governance	04	01
Water Resource Management	02	01
Public Health and Sanitation Management	04	01
Police Administration	04	01
Human Resources Management and Industrial Relations	04	01
Research Methodology	04	01
Public Relations	04	01
Disaster Management	02	01

VEER NARMAD SOUTH GUJARAT UNIVERSITY, SURAT

PROGRAM TITLE

Name of Program	Master of Arts in Public Administration
Program Abbreviation	M.A. (P. A.)
Duration	2 Years
Eligibility Criteria	3 Year U.G. any discipline 4 years UG such as B.E., B.Tech etc.
Pre-requisite	Any Graduate
Medium of Instruction	English
Objective of Program	The core objective of the MA – Public Administration program is to equip students with the skills and knowledge necessary for a successful career in administration and management, while simultaneously fostering academic excellence through a supportive learning environment in the core areas of Public Administration and related fields.
Program Outcome (PO)	<p>PO1: Foundational Knowledge: Students will define and explain the key principles of Public Administration, describing how these ideas shape effective governance and policy-making.</p> <p>PO2: Theoretical Analysis: Students will compare different administrative theories, evaluate their assumptions and explain how each theory influences current practices.</p> <p>PO3: Application of Emerging Practices: Students will apply innovative administrative methods to tackle complex, real-world challenges, moving beyond traditional approaches.</p> <p>PO4: Strategic Evaluation: Students will assess management strategies and decision-making processes in public organizations, identifying what works well and what can be improved.</p> <p>PO5: Integrated Project Design and Management: Students will design, plan and manage projects by blending theoretical knowledge with practical applications to achieve effective outcomes.</p> <p>PO6: Collaborative Leadership and Organizational Change: Students will develop leadership and teamwork skills, working together to drive positive changes and foster innovation within public sector organizations.</p> <p>PO7: Research and Inquiry Skills: Develop the ability to design and conduct research projects using qualitative and quantitative methods in public administration.</p>
Program Specific Outcomes (PSO)	<p>PSO1: Conceptual and Analytical Understanding Students will gain an in-depth understanding of the core concepts, institutions and processes of Public Administration and develop the analytical ability to interpret administrative phenomena in political, social and economic contexts.</p> <p>PSO2: Governance and Public Policy Competence Students will examine, evaluate and apply principles of governance, public policy formulation and implementation, with a focus on transparency, accountability and citizen-centric service delivery.</p> <p>PSO3: Administrative Skills and Managerial Competencies Students will develop professional competencies in administrative processes, including human resource management, financial administration,</p>

organizational behavior and decision-making required in public sector organizations.

PSO4: Technology and E-Governance Proficiency
 Students will analyze and apply ICT tools, digital governance frameworks and emerging technologies to improve administrative efficiency, public service delivery and digital citizenship.

PSO5: Research, Inquiry and Data Skills
 Students will design and conduct research using qualitative, quantitative and mixed methods to address administrative issues, interpret data and develop evidence-based solutions for public problems.

PSO6: Ethical, Inclusive and Sustainable Administration
 Students will demonstrate understanding of constitutional values, administrative ethics, social justice, gender sensitivity and sustainable development principles in public policy and administrative action.

PSO7: Field Orientation and Professional Preparedness
 Students will apply theoretical knowledge through fieldwork, internships, case studies and project-based learning to prepare for careers in civil services, government agencies, NGOs, corporate governance and development sectors.

PSO8: Leadership and Change Management
 Students will cultivate leadership, teamwork, communication and conflict-resolution skills to manage organizational change, promote innovation and strengthen democratic governance.

Mapping between Pos and PSOs		PSO1	PSO2	PSO3	PSO4	PSO5	PSO6
	PO1						
	PO2						
	PO3						
	PO4						
	PO5						
	PO6						
	PO7						

Structure of Program (Semester-I)

Course Category	Course Code	Course Title	Mark sheet Title in English	Level of Course	Teaching Hours/Week		Exam Duration		Credit		Internal Marks		External Marks		Total Marks	
					TH	PR	TH	PR	TH	PR	TH	PR	TH	PR	TH	PR
MAJOR	PAM 501-1C	Principles of Public Administration	Principles of Public Administration	400-499	4 (3+*1)		2 hours		4		50		50		100	
MAJOR	ICPM 502-1C	Indian Constitution and Polity	Indian Constitution and Polity	400-499	4		2 hours		4		50		50		100	
MAJOR	EFAM 503-1C	Economic and Financial Administration in India	Economic and Financial Administration in India	400-499	4		2 hours		4		50		50		100	
MAJOR	EPAM 504-1C	Environment Policy and Administration	Environment Policy and Administration	400-499	4 (3+*1)		2 hours		4		50		50		100	
MAJOR/VC	HTVM 505-1C	Hospitality and Tourism Management	Hospitality and Tourism Management	400-499	4		2 hours		2	2	50		50		100	
SEC	SEC 506-1C	E-Governance	E-Governance	400-499	2		2 hours		2		50		50		100	
OTHER, IF ANY, SPECIFY									22							

Structure of Program (Semester-II)

Course Category	Course Code	Course Title	Mark sheet Title in English	Level of Course	Teaching Hours/Week		Exam Duration		Credit		Internal Marks		External Marks		Total Marks	
					TH	PR	TH	PR	TH	PR	TH	PR	TH	PR	TH	PR
MAJOR	CPAM 507 - 2C	Comparative Public Administration	Comparative Public Administration	400-499	4		2 hours		4		50		50		100	
MAJOR	IPPM 508 - 2C	Introduction to Public Policy	Introduction to Public Policy	400-499	4		2 hours		4		50		50		100	
MAJOR	IRM 509 - 2C	International Relations	International Relations	400-499	4 (3+*1)		2 hours		4		50		50		100	
MAJOR	PMM 510 - 2C	Project Management	Project Management	400-499	4		2 hours		4		50		50		100	
MAJOR/VC	HAVM 511 - 2C	Hospital Administration and Management	Hospital Administration and Management	400-499	4		2 hours		2	2	50		50		100	
SEC	SEC 512 - 2C	Urban and Local Governance	Urban and Local Governance	400-499	2		2 hours		2		50		50		100	
OTHER, IF ANY, SPECIFY									22							

* 3 Credits stand for BKS in First Year

Structure of Program (Semester-III)

Course Category	Course Code	Course Title	Mark sheet Title in English	Level of Course	Teaching Hours/Week		Exam Duration		Credit		Internal Marks		External Marks		Total Marks	
					TH	PR	TH	PR	TH	PR	TH	PR	TH	PR	TH	PR
MAJOR	PPAM 601-3C	Public Personnel Administration	Public Personnel Administration	500-599	4		2 hours		4		50		50		100	
MAJOR	SPAM 602-3C	Social Policy and Administration	Social Policy and Administration	500-599	4		2 hours		4		50		50		100	
MAJOR	ALGM 603-3C	Administrative Law, Ethics and Governance	Administrative Law, Ethics and Governance	500-599	4 (3+*1)		2 hours		4		50		50		100	
MAJOR	CGM 604-3C	Corporate Governance	Corporate Governance	500-599	4		2 hours		4		50		50		100	
MAJOR/VC	RMGVM 605-3C	Risk Management and Financial Governance	Risk Management and Financial Governance	500-599	4		2 hours		2	2	50		50		100	
SEC	SEC 606-3C	Water Resources Management	Water Resources Management	500-599	2		2 hours		2		50		50		100	
OTHER, IF ANY, SPECIFY									22							

Structure of Program (Semester-IV)

Course Category	Course Code	Course Title	Mark sheet Title in English	Level of Course	Teaching Hours/Week		Exam Duration		Credit		Internal Marks		External Marks		Total Marks	
					TH	PR	TH	PR	TH	PR	TH	PR	TH	PR	TH	PR
MAJOR	PHSMM 607 – 4C	Public Health and Sanitation Management	Public Health and Sanitation Management	500-599	4		2 hours		4		50		50		100	
MAJOR	POAM 608 – 4C	Police Administration	Police Administration	500-599	4 (3+*1)		2 hours		4		50		50		100	
MAJOR	HRMM 609 – 4C	Human Resources Management and Industrial Relations	Human Resources Management and Industrial Relations	500-599	4		2 hours		4		50		50		100	
MAJOR	RMM 610 – 4C	Research Methodology	Research Methodology	500-599	4		2 hours		4		50		50		100	
MAJOR/VC	PRVM 611 – 4C	Public Relations	Public Relations	500-599	4		2 hours		2	2	50		50		100	
SEC	SEC 612 – 4C	Disaster Management	Disaster Management	500-599	2		2 hours		2		50		50		100	
OTHER, IF ANY, SPECIFY									22							

***2 Credits stand for BKS in Second Year**

VEER NARMAD SOUTH GUJARAT UNIVERSITY, SURAT
SYLLABUS

Program Name	Master of Arts in Public Administration M.A. (P. A.)								
Semester	I								
NCrF Credit Level	6.0								
Course Type	Major								
Course Subtype	NIL								
Subject Type	R								
Course Code	PAM 501-1C								
Course Level	400-499								
Course Title	Principles of Public Administration								
Credit	Theory:	4	Practical:	0	Total:	4			
Effective From	Academic Year : 2026-2027								
Course Outcomes	<p>CO1: Explain the meaning, nature, scope and evolution of Public Administration and its linkages with other social sciences.</p> <p>CO2: Analyze principles of governance, accountability and contemporary administrative reforms such as NPA, NPM and emerging trends in governance</p> <p>CO3: Apply organizational principles - hierarchy, leadership, delegation, communication, span of control, coordination and decentralization in public sector administration.</p> <p>CO4: Evaluate classical administrative theories including Scientific Management, Bureaucracy, Human Relations and Decision-Making to understand administrative behavior.</p> <p>CO5: Demonstrate ethical, inclusive and citizen-centric administrative understanding based on constitutional values, social justice and sustainable development principles.</p> <p>CO6: Apply leadership, teamwork, research skills and problem-solving abilities to real-world administrative situations through case studies and field-based learning.</p>								
Mapping between Cos and PSOs		PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7	PSO8
	CO1								
	CO2								
	CO3								
	CO4								
	CO5								
	CO6								
Course Content	<p>Unit – 1 Introduction and Evolution of Public Administration.</p> <p>Meaning, Nature, Scope and Evolution of public Administration. Relationship with other Social Sciences, New Public Administration, New Public Management Accountability, Control and Responsiveness of Public Administration in the context of good governance.</p>								

	<p>Unit – 2 Principle of Organization. Formal and Informal Organization, Hierarchy, Leadership, Delegation, Communication, Supervision, Line and Staff Auxiliary, Span of control, Unity of Command, Co-ordination, Centralization - De-centralization. Organization and Development.</p> <p>Unit – 3 Administrative Structure and Process F. W. Taylor’s theory-Scientific Management, Luther Gullick and Lyndall Urwick - Science of Administration, Henry Fayol- Foundation of management, Max Weber- Bureaucracy, Karl Marx-State and Bureaucracy.</p> <p>Unit – 4 Social System Thought Elton Mayo - Human Relation Movement, M.P.Follet - Constructive conflict and leadership, Chester Barnard- Formal and Informal Organization, Functions of Executive, Herbert Simon- Decision Making.</p>
Reference Books	<p>Reference</p> <ol style="list-style-type: none"> 1. D. Ravindra Prasad, V.S. Prasad, P. Satyanarayan, Y. Pardhasarathi (2014) – Administrative Thinkers, Sterling Publishers 2. Shriram Maheswari (2003) – Administrative Thinkers, Macmillan 3. Bhattacharya, Mohit – New Horizons of Public Administration, Jawahar Publishers 4. Uma Medury – Public Administration in Globalisation Era (The New Public Management Perspective) 5. Bidyut Chakrabarty – Reinventing Public Administration (The Indian Experience) 6. Basu, Rumki – Public Administration: Theory and Concepts (Latest Edition) 7. Avasthi, A. & Maheswari, S.R. – Public Administration 8. Sharma, M.P. – Principles and Practice of Public Administration, Kitab Mahal 9. S.P. Naidu (1996) – Public Administration: Concepts and Theories, New Age International 10. Henry, Nicholas – Public Administration and Public Affairs, PHI, New Delhi 11. एम. पी. शर्मा – लोक प्रशासन : सिद्धांत व व्यवहार, किताब भवन 12. प्रो. बी. एल. फडिया, डॉ. कुलदीप फडिया – लोक प्रशासन, साहित्य भवन <p>E learning Sources</p> <ol style="list-style-type: none"> 1. Public Administration – Meaning, Nature & Scope https://egyankosh.ac.in/bitstream/123456789/39590/1/Unit-1.pdf 2. New Perspectives in Public Administration https://egyankosh.ac.in/bitstream/123456789/58559/1/Unit11.pdf 3. The Nature of Public Administration http://egyankosh.ac.in/handle/123456789/63006 4. Handbook of Public Administration B Guy Peters http://sk.sagepub.com/reference/handbook-of-public-administration 5. The SAGE Handbook of Public Administration B Guy Peters http://sk.sagepub.com/reference/the-sage-handbook-of-public-administration-2e
Teaching Methodology	Classwork, Discussion, Self-Study, Seminars and/or Assignment
Evaluation Method	Internal Assessment : <u>50</u> Marks External Assessment : <u>50</u> Marks

VEER NARMAD SOUTH GUJARAT UNIVERSITY, SURAT

SYLLABUS

Program Name	Master of Arts in Public Administration M.A. (P. A.)								
Semester	I								
NCrF Credit Level	6.0								
Course Type	Major								
Course Subtype	NIL								
Subject Type	Discipline Specific								
Course Code	ICPM 502 -1C								
Course Level	400-499								
Course Title	Indian Constitution and Polity								
Credit	Theory:	4	Practical:	0	Total:	4			
Effective From	Academic Year : 2026-2027								
Course Outcomes	<p>CO1: Explain the historical evolution of Indian Administration from ancient, medieval and British periods.</p> <p>CO2: Analyze the Constitutional framework of Indian Administration, including Fundamental Rights, DPSP, Federalism and Centre–State relations</p> <p>CO3: Evaluate the functioning of Union-level institutions such as the President, Prime Minister, Parliament, Supreme Court, NITI Aayog, Election Commission and Central Secretariat.</p> <p>CO4: Examine State Administration structures, including the Governor, Chief Minister, State Legislature, Secretariat and state-level financial and administrative authorities.</p> <p>CO5: Assess the structure, role and functioning of District Administration, including the District Collector, revenue bodies and developmental agencies</p> <p>CO6: Critically examine Panchayati Raj Institutions (PRI) and Urban Local Bodies (ULBs) in terms of constitutional provisions, decentralization, effectiveness in rural–urban development and citizen-centric governance.</p>								
Mapping between Cos and PSOs		PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7	PSO8
	CO1								
	CO2								
	CO3								
	CO4								
	CO5								
	CO6								
Course Content	<p>Unit – 1 Evolution of Indian Administration Administration in Ancient India Vedic Administration Kautilya’s Arthashastra, Administration in Medieval India- Mughal Administration. Administration during British Period - Constitutional development - Regulating Acts, Council Acts and Government of India Acts.</p> <p>Unit – 2 Constitutional framework of Indian Administration Value premises of Indian Constitution (Preamble), Salient Features of the Indian Constitution, Fundamental Rights and Fundamental duties, DPSP. Federalism, Centre - State Relations (Administrative Legislative and Financial).</p>								

	<p>The Union Executive: President, Council of Ministers and Prime Minister, Parliament, Supreme court, Central Secretariat, Cabinet Secretariat, Prime Minister's Office., Ministry of External Affairs Ministry of Home Affairs.</p> <p>Parliament: Lok Sabha and Rajya Sabha; Election Commission, (ii) National Development Council (NDC), Inter-State Council, NITI Aayog.</p> <p>Unit – 3 State Administration</p> <p>Constitutional Provisions relating to state Government in India, Growing Importance of the state Administration in India, Governor, Council of Ministers and Chief Minister, State Legislative, High Court, Central Secretariat, Chief Secretariat. - Role of the Board of Revenue, State Finance Commission other important authorities at State level.</p> <p>Unit – 4 District Administration</p> <p>Evolution, nature, scope and signification. The role of District Collector structure and function of district administration, Constitutional Provisions -Assessment of the working of the Panchayati Raj and Urban Municipal Bodies.</p>
Reference Books	<p>Reference</p> <ol style="list-style-type: none"> 1. ARC Reports (1st & 2nd) – Government of India Publications 2. Gajendra B. Shukla / R. K. Nayak – Sansodhan Padatiyo 3. Hasmukh Pandya – Aadhunik Bandharan 4. Avasthi & Avasthi – Indian Administration, Laxmi Narain Agarwal, Agra 5. Fadia, B. L. & Fadia, Kuldeep – Indian Administration, Sahitya Bhavan, Agra 6. Maheswari, S. R. – Indian Administration, Orient Blackswan, Hyderabad 7. Ramesh K. Arora & Rajni Goyal – Indian Public Administration, Vishwa Prakashan, New Delhi 8. Basu, D. D. – Introduction to the Constitution of India, Prentice Hall, New Delhi 9. लक्ष्मीकान्त (M. Laxmikanth) – भारतीय राजनीति, McGraw Hill Education 10. पुखराज जैन – भारतीय राज व्यवस्था <p>E learning Sources</p> <ol style="list-style-type: none"> 1. Evolution of Indian Administration https://dhakuakhanacollege.ac.in/online/attendance/classnotes/assignments/1623389518.pdf 2. Indian Administration https://www.hpuniv.ac.in/hpuniv/upload/uploadfiles/files/PG%20MPUB%20103%20(1st%20Sem)%20Indian%20Administration.pdf 3. State and District Administration https://darpg.gov.in/sites/default/files/sdadmin15.pdf 4. Constitutional Profile Of State Administration https://egyankosh.ac.in/bitstream/123456789/69446/3/Unit-2.pdf 5. Rural And Urban Development https://mospi.gov.in/sites/default/files/Statistical_year_book_india_chapters/RURAL%20AND%20URBAN%20DEVELOPMENT-WRITEUP_0.pdf
Teaching Methodology	Classwork, Discussion, Self-Study, Seminars and/or Assignment
Evaluation Method	Internal Assessment : <u>50</u> Marks External Assessment : <u>50</u> Marks

VEER NARMAD SOUTH GUJARAT UNIVERSITY, SURAT
SYLLABUS

Program Name	Master of Arts in Public Administration M.A. (P. A.)								
Semester	I								
NCrF Credit Level	6.0								
Course Type	Major								
Course Subtype	NIL								
Subject Type	Discipline Specific								
Course Code	EFAM 503 – 1C								
Course Level	400-499								
Course Title	Economic and Financial Administration In India								
Credit	Theory:	4	Practical:	0	Total:	4			
Effective From	Academic Year : 2026-2027								
Course Outcomes	<p>CO1: Explain the basic concepts of economics and evaluate the role, scope and relevance of state intervention, economic planning and India’s economic policies</p> <p>CO2: Describe and analyze the budgetary process, taxation principles and different types of budgeting used in India’s financial administration</p> <p>CO3: Evaluate the functioning and oversight roles of Parliamentary Committees and the Comptroller and Auditor General (CAG) in ensuring accountability in financial administration.</p> <p>CO4: Analyze fiscal federalism, Union–State financial relations and the role of Finance Commission and NITI Aayog in resource devolution, including GST, monetary and fiscal policy.</p> <p>CO5: Explain the evolution, objectives and significance of Public Sector Enterprises (PSEs) and assess their economic and administrative roles in India’s development</p> <p>CO6: Critically examine major issues in Public Sector Enterprises including autonomy, accountability, MOU systems, privatization, disinvestment, pricing policies and audit reforms and evaluate their impact on performance and competitiveness</p>								
Mapping between Cos and PSOs		PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7	PSO8
	CO1								
	CO2								
	CO3								
	CO4								
	CO5								
	CO6								

Course Content	<p>Unit – 1 Concept and meaning of Economics Role and scope of state Intervention in Economic development in different Politico-Economic system, History of Economic planning in India and its relevance, India’s Economic Policy with reference to Industry and Agriculture.</p> <p>Unit – 2 Financial Administration of India and control over Executive Meaning, Nature and Scope of Financial Administration, Budgetary process, Principles of Taxation, Control over Finances : Accounting and Audit reforms in India, Types of Audit, Standards of Public Accounting, Financial committees and CAG</p> <p>Unit – 3 Financial Relation between the Union and the States Role of the Finance Commission and The NITI Aayog in distribution of Financial resources to the State, GST, Monetary and Fiscal Policy.</p> <p>Unit – 4 Role of Public Enterprises in Indian Economy Evolution, Objectives, Characteristics, Significance, Issue areas in Public Enterprise: Accountability and Autonomy; MOU; Privatization and Disinvestment.</p>
Reference Books	<p>Reference</p> <ol style="list-style-type: none"> 1. Lall, G. S. Public Finance and Financial Administration in India, Latest Edition 2. Laxmi Narain Public Enterprise Management and Privatisation, S. Chand & Co., New Delhi 3. Mahajan, Sanjeev Kumar & Anupama Puri Mahajan Financial Administration in India, PHI Learning, Delhi 4. Goel, S. L. Financial Administration and Management, Sterling Publishers, New Delhi 5. Handa, K. L. Financial Administration, Indian Institute of Public Administration (IIPA), New Delhi 6. Thavaraj, M. J. K. Financial Administration in India, S. Chand & Co., New Delhi 7. प्रो. रेणु जताना एवं डॉ. सागर सामरिया वित्तीय प्रशासन, राजस्थान हिंदी ग्रंथ अकादमी 8. डॉ. मुकेश माथुर भारतीय वित्तीय व्यवस्था, राजस्थान हिंदी अकादमी <p>E learning Sources</p> <ol style="list-style-type: none"> 1. Executive Control https://egyankosh.ac.in/bitstream/123456789/19321/1/Unit-20.pdf 2. Financial Administration <ol style="list-style-type: none"> a. https://rtuassam.ac.in/online/staff/classnotes/files/1627749483.pdf b. https://www.hpuniv.ac.in/hpuniv/upload/uploadfiles/files/PG%20MPUB%20104%20(1st%20Sem)%20Financial%20Admn.pdf 3. Union-State Financial Relations https://forumforstatestudies.in/issue-notes/union-state-financial-relations/
Teaching Methodology	Classwork, Discussion, Self-Study, Seminars and/or Assignment
Evaluation Method	Internal Assessment : <u>50</u> Marks External Assessment : <u>50</u> Marks

**VEER NARMAD SOUTH GUJARAT UNIVERSITY, SURAT
SYLLABUS**

Program Name	Master of Arts in Public Administration, M.A. (P.A.)								
Semester	I								
NCrF Credit Level	6.0								
Course Type	Major								
Course Subtype	NIL								
Subject Type	Discipline Specific								
Course Code	EPAM 504 – 1C								
Course Level	400-499								
Course Title	Environment Policy and Administration								
Credit	Theory:	4	Practical:	0	Total:	4			
Effective From	Academic Year: 2026-2027								
Course Outcomes	<p>CO1: Explain to students the meaning, nature and scope of the State’s role in addressing environment-related issues.</p> <p>CO2: Discuss with students the framework of environmental policy in India.</p> <p>CO3: Enable students to apply environmental analysis by examining factors responsible for the decline in forestry, water, air and wildlife.</p> <p>CO4: Enable students to analyze the consequences of environmental degradation on society in light of sustainable development.</p> <p>CO5: Equip students to evaluate environmental protection laws in India by examining their scope, applicability and the role of judicial intervention, including the need for dedicated environmental courts.</p> <p>CO6: Facilitate students to critically assess environmental policy challenges in India by evaluating NGO roles and the impact of international conventions, SDGs, green tribunals and public participation.</p>								
Mapping between Cos and PSOs		PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7	PSO8
	CO1								
	CO2								
	CO3								
	CO4								
	CO5								
	CO6								
Course Content	<p>Unit – I Introduction to Environment Management</p> <p>Concept, Meaning, Nature and Scope of Environmental Management, Environment and Ecosystem: Components and Functions, Sustainable Development: Concept and Principles, Environmental Ethics and Ecological Balance, Environmental Problems and Challenges (Climate Change, Global Warming, Biodiversity Loss, Pollution).</p>								

	<p>Unit – II Environmental Policies and Governance Environmental Policy, Constitutional Provisions for Environmental Protection, Judicial Intervention in Environmental Issues, Major Environmental Laws in India: Environment (Protection) Act, 1986, Water (Prevention and Control of Pollution) Act, 1974, Air (Prevention and Control of Pollution) Act, 1981, Forest Conservation Act, 1980, Wildlife Protection Act, 1972, Environmental Impact Assessment (EIA)</p> <p>Unit – III Environmental Administration in India Role of Ministry of Environment, Forest and Climate Change (MoEFCC), Central and State Pollution Control Boards, National Green Tribunal (NGT)</p> <p>Unit – IV Problems in Administering Environmental Policy Problems of Administering Environmental Policies in India- NGOs in environmental protection - their contributions and limitations. International Conventions, Environmental Movements in India, Community Participation and Environmental Awareness</p>
Reference Books	<p>References</p> <ol style="list-style-type: none"> IIPA, Environment and Administration, New Delhi Shekar Singh (ed), Environment Policy in India, IIPA, New Delhi Nathawat C. S., Man, Nature and Environment Law, RSBA, Jaipur Rajagopalan, R. (2016) Environment and Ecology: A Complete Guide, Gurugram: LexisNexis. Saxena, H.M. (2013). Environmental Geography. New Delhi: Rawat Publications. Singh, S. (2001). Environmental Geography. Allahabad: Prayag Pustak Bhawan. Heywood, V.H. (ed) (1995). Global Biodiversity Assessment, Cambridge, UK: Cambridge University Press. मिश्र, अ. (2016). “जल थल मल,” गांधी शांति प्रतिष्ठान. लक्ष्मणकांत, एम. (2021). “भारत की राजव्यवस्था” (6वां संस्करण). मैक्या हिल एजुकेशन. नारायण, सु. (2018). “पर्यावरण की राजनीति.” सेंटर फॉर साइंस एंड एनवायरनमेंट. Sathe, S. P. (n.d.). Judicial Activism in India (2nd ed.). <p>E learning Sources</p> <ol style="list-style-type: none"> Environmental Policies With Special Reference To India, https://www.egyankosh.ac.in/bitstream/123456789/74471/3/Unit-17.pdf Sustainable Development, https://www.egyankosh.ac.in/bitstream/123456789/77364/1/Block-1.pdf Usha Ramanathan, 2004, “Law and the Constitution Eviction of Forest Communities”, May 2010, https://www.ielrc.org/content/f0401.htm Saumya Umashankar, Evolution of Environmental Policy and Law in India, (2014), https://www.scribd.com/document/433675007/SSRN-id2508852 Environmental Degradation And Conservation, https://egyankosh.ac.in/bitstream/123456789/12762/1/Unit-12.pdf
Teaching Methodology	Classwork, Discussion, Self-Study, Seminars and Assignment
Evaluation Method	Internal Assessment: <u>50</u> Marks External Assessment: <u>50</u> Marks

VEER NARMAD SOUTH GUJARAT UNIVERSITY, SURAT

SYLLABUS

Program Name	Master of Arts in Public Administration M.A. (P. A.)								
Semester	I								
NCrF Credit Level	6.0								
Course Type	Major /VC								
Course Subtype	NIL								
Subject Type	Discipline Specific								
Course Code	HTVM 505 – 1C								
Course Level	400-499								
Course Title	Hospitality and Tourism Management								
Credit	Theory:	2	Practical:	2	Total:	4			
Effective From	Academic Year : 2026-2027								
Course Outcomes	<p>CO1: Understand basic concepts, scope and structure of the Hospitality and Tourism sector.</p> <p>CO2: Explain major operational functions of hospitality services and their administrative relevance.</p> <p>CO3: Analyze components of the tourism system and roles of stakeholders in destination development.</p> <p>CO4: Evaluate tourism planning approaches, policies and regulatory frameworks.</p> <p>CO5: Assess sustainable and responsible practices in hospitality and tourism governance.</p> <p>CO6: Apply research skills to study trends, challenges and innovations in the hospitality and tourism sector</p>								
Mapping between Cos and PSOs		PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7	PSO8
	CO1								
	CO2								
	CO3								
	CO4								
	CO5								
	CO6								
Course Content	<p>Unit - 1: Introduction to Hospitality Management Meaning, nature and scope of Hospitality Management, Classification of the Hospitality Industry: Lodging, Food & Beverage, Recreation, Events Organizational structure of a hotel and key departments Relationship between hospitality, service quality and customer satisfaction, Emerging trends: sustainability, digitalization and service excellence.</p>								

	<p>Unit - 2: Core Operations in Hospitality Front Office Operations: Guest Cycle (Pre-arrival, Arrival, Stay, Departure), Reservation systems and handling of guest complaints, Housekeeping Management: cleaning, maintenance, hygiene and safety, Food & Beverage Operations: types of F&B outlets, menu planning, table service, Human resource and ethical aspects in hospitality organizations, Role of Social Networking in Hospitality: use of digital platforms for service communication, customer feedback and reputation building</p> <p>Unit - 3: Introduction to Tourism Management Tourism management, What is Tourism, The Concept of Tourism, Importance of Tourism, Factors that Motivate People to Travel, Types of Tourism, Tourism Terminology, Components of Tourism, Factors Affecting Tourism, The Growth of Tourism Industry, Significance of Indian Tourism Sector, Rise of Indian Tourism Sector, The benefits of the Internet and Technology in the Tourism Industry, Impacts of Tourism Industry, Types of Tourists.</p> <p>Unit - 4: Tourism Planning and Development Tourism Policy : meaning and importance, Tourism Policy in India, Tourism Planning, Process of Tourism Planning, Assessment of Tourism Demand and Supply, Objectives of Tourism Development, Level and Types of Tourism Planning, Public and Private Sectors in Tourism Planning, Status of Tourism Planning in India.</p>
Reference Books	<p>References</p> <ol style="list-style-type: none"> 1. Cooper, Chris et al. (2020) Tourism: Principles and Practice, Pearson 2. Holloway, J. C. (2021) Tourism Management, Pearson 3. Walker, John R. (2022) Introduction to Hospitality, Pearson 4. Raghubalan, G. & Raghubalan, S. (2015) Hotel Housekeeping: Operations and Management, Oxford University Press 5. Sudhir Andrews (2013) Hotel Front Office Management / Training Manual, McGraw Hill 6. IGNOU Tourism Studies / Hospitality <i>Concepts</i> (Block 1–4, English/Hindi Medium) 7. डॉ. ए. के. भाटिया पर्यटन विकास एवं प्रबंधन (हिंदी माध्यम), Sterling Publishers 8. डॉ. मो. यासीन होटल प्रबंधन: सिद्धांत एवं व्यवहार (हिंदी माध्यम) <p>E learning Sources</p> <ol style="list-style-type: none"> 1. Introduction To Hospitality Industry https://uou.ac.in/sites/default/files/slm/DHA-101.pdf 2. Incredible India & Tourism Policies https://www.impriindia.com/insights/ministry-of-tourism/ 3. Tourism Management https://wavoowajeehacollege.in/assets/pdf/Tourism%20Management.pdf 4. Tourism Planning https://egyankosh.ac.in/bitstream/123456789/67188/3/Unit-15.pdf 5. Tourism Policy in India https://egyankosh.ac.in/bitstream/123456789/56439/1/Unit-19.pdf 6. Introduction To Front Office Operations https://egyankosh.ac.in/bitstream/123456789/113970/1/Unit-8.pdf 7. The Hospitality Industry https://egyankosh.ac.in/bitstream/123456789/113974/1/Unit-1.pdf
Teaching Methodology	Classwork, Discussion, Self-Study, Seminars and/or Assignment
Evaluation Method	Internal Assessment : <u>50</u> Marks External Assessment : <u>50</u> Marks

VEER NARMAD SOUTH GUJARAT UNIVERSITY, SURAT

SYLLABUS

Program Name	Master of Arts in Public Administration M.A. (P. A.)								
Semester	I								
NCrF Credit Level	6.0								
Course Type	SEC								
Course Subtype	NIL								
Subject Type	Discipline Specific								
Course Code	SEC 506 -1C								
Course Level	400-499								
Course Title	E-Governance								
Credit	Theory:	2	Practical:	0	Total:	2			
Effective From	Academic Year : 2026-2027								
Course Outcomes	<p>CO1: Explain the meaning, scope, significance and architecture of e-governance and evaluate the role of IT in enhancing government performance</p> <p>CO2: Describe and compare the various models of e-governance (G2G, G2C, G2B, G2E) and analyze their applications in sectors such as e-health, e-learning, e-democracy and m-governance.</p> <p>CO3: Assess the role of ICT in improving service delivery, transparency, accountability, participation, efficiency and cost-effectiveness in public administration</p> <p>CO4: Examine the legal frameworks related to e-governance, including digital policies, ICT regulations and cyber laws supporting digital service delivery</p> <p>CO5: Identify and analyze the major challenges of e-governance such as data security, financial constraints, cyber threats, legal issues and IT infrastructure limitations</p> <p>CO6: Apply e-governance concepts through case studies to assess real-world digital governance initiatives, citizen engagement and administrative outcomes</p>								
Mapping between Cos and PSOs		PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7	PSO8
	CO1								
	CO2								
	CO3								
	CO4								
	CO5								
	CO6								
Course Content	<p>Unit – 1 Introduction to E-Governance Meaning, scope and Significance - Applications of IT in Government, its influence on the performance of Public Organizations.</p> <p>Unit – 2 Models of E-Governance Models of E-Governance-G to G, G to B, G to C, G to E.</p>								

	<p>Unit – 3 Role of Information and Communication Technology Role of ICT in E-Governance -Improved service delivery, enhanced transparency and accountability, better citizen engagement, increased efficiency and cost savings, Legal Framework for E-Governance.</p> <p>Unit – 4 Challenges to E-Governance Security Drawback, Funding, Cyber -Security, Legal Challenges, IT Challenges, Case Study.</p>
Reference Books	<p>References</p> <ol style="list-style-type: none"> 1. Bedi, Kiran et al. Government@Net: New Governance Opportunities for India, Sage Publications 2. Bhatnagar, S. C. Unlocking E-Governance: From Vision to Implementation – A Practical Guide with Case Studies, Sage Publications, New Delhi 3. Satyanarayan, J. E-Governance: The Science of the Possible, PHI Learning Pvt. Ltd., New Delhi 4. Parthasarathi, Y. et al. E-Governance and Indian Society: An Impact Study, Kanishka Publishers, New Delhi 5. ई-गवर्नेंस Gully Baba Publishing House Pvt. Ltd <p>E learning Sources</p> <ol style="list-style-type: none"> 1. A Handbook of e-governance in India https://www.researchgate.net/profile/Sumathy-Mohan/publication/354600897_A_hand_book_of_e-governance_in_India/links/61f8d4c31e98d168d7e293a0/A-hand-book-of-e-governance-in-India.pdf 2. e-Governance in India: Objectives, Benefits & Key Features https://cleartax.in/s/e-governance 3. Information and Communication Technology https://dspmuranchi.ac.in/pdf/Blog/information%20and%20communication%20technology.pdf 4. Challenges and Opportunities of E-Governance in India https://sanskaramuniversity.ac.in/challenges-and-opportunities-of-e-governance-in-india
Teaching Methodology	Classwork, Discussion, Self-Study, Seminars and Assignment
Evaluation Method	Internal Assessment : <u>50</u> Marks External Assessment : <u>50</u> Marks

VEER NARMAD SOUTH GUJARAT UNIVERSITY, SURAT

SYLLABUS

Program Name	Master of Arts in Public Administration M.A. (P. A.)								
Semester	II								
NCrF Credit Level	6.0								
Course Type	Major								
Course Subtype	NIL								
Subject Type	Discipline Specific								
Course Code	CPAM 507 - 2C								
Course Level	400-499								
Course Title	Comparative Public Administration								
Credit	Theory:	4	Practical:	0	Total:	4			
Effective From	Academic Year : 2026-2027								
Course Outcomes	<p>CO1 – Explain the nature, scope, evolution, characteristics and significance of Comparative Public Administration and critically evaluate its global perspective</p> <p>CO2 – Analyse various theoretical approaches in Comparative Public Administration such as Bureaucratic, Systems, Decision-making and Ecological approaches</p> <p>CO3 – Examine and assess the contributions of F.W. Riggs and Weidner, particularly Structural–Functionalism, Prismatic Society and Development Models.</p> <p>CO4 – Compare administrative systems of France, India, USA, UK, Japan and Korea, identifying similarities, differences and country-specific administrative features</p> <p>CO5 – Evaluate the nature, scope and elements of Development Administration with reference to socio-economic development, democratic decentralization and administrative capacity.</p> <p>CO6 – Apply models of Sustainable, Human and Inclusive Development to analyse development challenges and propose suitable policy reforms for developing countries.</p>								
Mapping between Cos and PSOs		PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7	PSO8
	CO1								
	CO2								
	CO3								
	CO4								
	CO5								
	CO6								
Course Content	<p>Unit - 1 Introduction Emergence of the concept, nature, scope and significance of Comparative Public Administration.</p> <p>Unit – 2 Approaches and Methods of the study of CPA Structural - Functional, Behavioural, system and ecological.</p> <p>Unit – 3 Comparison of Administrative Systems Comparison of Administrative System- India, Developing Administrative Systems- USA and UK, France and Russia.</p>								

	<p>Unit - 4 Development Administration Nature, Scope and Elements of Development Administration, Goals and Challenges of Development Administration, Models of Development Administration: Sustainable Development, Human Development and Inclusive Development</p>
Reference Books	<p>Reference</p> <ol style="list-style-type: none"> 1. Public Administration in Developed Democracies– Donald E. Rowat 2. Public Administration in East Asia / South Asia Evan M. Berman & others 3. Contemporary Chinese Politics – James C.F. Wang 4. The Art of the State: Culture, Rhetoric and Public Management– Christopher Hood 5. Public Administration Textbooks-M. Laxmikanth’s Public Administration 6. Anupama P. Mahajan Comparative Public Administration (SAGE Publishers) 7. Ramesh K. Arora Comparative Public Administration (Associated Publishing) 8. Sewa Singh Dahiya & Ravindra Singh - Comparative Public Administration – Sterling Publishers 9. J.A. Chandler - Comparative Public Administration – (Ed.) (Routledge 2nd Ed.) 10. Ferrel Heady- Public Administration: A Comparative Perspective 11. Sapru, R.K. – Comparative Public Administration 12. Riggs, Fred W. – Administration in Developing Countries 13. रमेश के. अरोड़ा, - तुलनात्मक लोक प्रशासन व्यवस्था, राजस्थान ग्रन्थ अकादमी 14. डॉ. राजेंद्र प्रसाद मीणा - तुलनात्मक प्रशासनिक व्यवस्थायें, राजस्थान ग्रंथ अकादमी <p>E learning Sources</p> <ol style="list-style-type: none"> 1. Comparative Public Administration: Meaning, Nature, Scope and Significance, https://egyankosh.ac.in/bitstream/123456789/78051/3/Unit-1.pdf 2. Academia (Research & Definitions) – Articles and references on the topic: https://www.academia.edu/35253178/
Teaching Methodology	Classwork, Discussion, Self-Study, Seminars and Assignment
Evaluation Method	Internal Assessment : <u>50</u> Marks External Assessment : <u>50</u> Marks

VEER NARMAD SOUTH GUJARAT UNIVERSITY, SURAT
SYLLABUS

Program Name	Master of Arts in Public Administration M.A. (P. A.)								
Semester	II								
NCrF Credit Level	6.0								
Course Type	Major								
Course Subtype	NIL								
Subject Type	Discipline Specific								
Course Code	IPPM 508 - 2C								
Course Level	400-499								
Course Title	Introduction to Public Policy								
Credit	Theory:	4	Practical:	0	Total:	4			
Effective From	Academic Year : 2026-2027								
Course Outcomes	<p>CO1 – Define and identify the fundamental concepts, nature and scope of public policy and the specific roles of various institutional actors like NITI Aayog, PMO and the Cabinet Secretariat.</p> <p>CO2 – Explain the theoretical evolution of Policy Sciences and the significance of interaction between public administration and policy-making processes.</p> <p>CO3 – Apply policy-making techniques and stages to real-world scenarios, identifying implementation gaps and problem analysis in field-level agencies.</p> <p>CO4 – Analyse the diverse models of public policy, including Lasswell’s Policy Sciences, Lindblom’s Incrementalism and Easton’s Systems Approach, to distinguish their practical utility.</p> <p>CO5 – Critically evaluate the effectiveness of policy monitoring and evaluation techniques, assessing the limitations of different approaches in ensuring policy success.</p> <p>CO6 – Formulate a policy analysis framework based on Simon’s Bounded Rationality and Dror’s Meta-Policy to address contemporary socio-political challenges.</p>								
Mapping between Cos and PSOs		PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7	PSO8
	CO 1								
	CO 2								
	CO 3								
	CO 4								
	CO 5								
	CO 6								
Course Content	<p>Unit –1 Introduction to Public Policy Concept of policy sciences, Meaning, Nature, Scope and Characteristics of Public Policy, Types of Public Policies, official and non - official actors in Policy making, Key factors to be considered in Policy making, factors affecting Public Policy making.</p> <p>Unit - 2 Approaches and Models of Public Policy System model, Institutional approach, Rational Policy making, Lindblom’s incremental approach, dror's Normative optimum model, Political Policy process approach. Mix</p>								

	<p>approach by Hogwood and Gunn, Mixed Scanning Theory, Group Theory, Elite Theory, Class Theory.</p> <p>Unit – 3 Levels of Public Policy Making, Implementation and Evaluation Stages of Public Policy Formulation, Implementation and Evaluation, Policy Implementation Problems.</p> <p>Unit - 4 Policy Analysis Concept and Elements of Policy Analysis, Types of Policy Analysis, Policy Analysis Framework, Process of Policy Analysis, Barriers to Policy Analysis, Methods of Public Policy Analysis.</p>
<p>Reference Books</p>	<p>References</p> <ol style="list-style-type: none"> 1. Ramesh K. Arora & Rajni Goyal – Indian Public Administration (policy context) 2. Ali Farazmand (Ed.) - Global Encyclopedia of Public Administration, Public Policy and Governance. 3. .B. Chakravarty and P. Chand- Public Policy: Concepts, Theory and Practice 4. Minna van Gerven, Christine Rothmayr Allison & Klaus Schubert (Eds.)- Encyclopedia of Public Policy. 5. Neeti Shikha, Garima Yadav & Geetanjali Sharma - Public Policy in India: Concepts, Ideals and Realities 6. Kuldeep Mathur - Public Policy and Politics in India 7. Rajesh Chakrabarti & Kaushiki Sanyal - Public Policy in India: Oxford India Short Introductions. 8. Ganapathy S. and et.al, Public Policy and Policy Analysis in India Sage, New Delhi. 9. Harold D. Lasswell – The Policy Sciences 10. Charles E. Lindblom – The Policy-Making Process 11. Paul Cairney – Understanding Public Policy 12. Yehezkel Dror – Public Policymaking Re-Examined 13. Thomas A. Birkland- An Introduction to the Policy Process 14. Christoph Knill & Jale Tosun - Public Policy: A New Introduction 15. Paul Cairney - Understanding Public Policy: Theories and Issues 16. James E. Anderson, Jeffrey Moyer & George Chichirau - Public Policymaking: An Introduction. 17. Sara R. Rinfret, Denise Scheberle & Michelle C. Pautz - Public Policy: A Concise Introduction 18. Sapru, R.K. – Public Policy: Formulation, Implementation and Evaluation. 19. R.K. Sapru- Public Policy 20. एम्. पी. सिंह और हिमांशु राय, भारतीय राजनीतिक विचार, पियर्सन एजुकेशन इंडिया, दिल्ली, २०१७ 21. डॉ. रवि प्रकाश शर्मा और अन्य, भारतीय राजनीति प्रणाली - संरचना, नीति और विकास, जैन प्रकाशन मंदिर. <p>E learning Sources</p> <ol style="list-style-type: none"> 1. Public Policy: Definitions, Nature, Significance And Types https://egyankosh.ac.in/bitstream/123456789/76651/1/Unit-1.pdf 2. Public Policy and Governance https://distanceeducationju.in/storage/study/405%5B1%5D.pdf?utm_source 3. Public Policy Process In India: Formulation And Implementation https://www.egyankosh.ac.in/bitstream/123456789/76653/1/Unit-3.pdf

	<p>4. Nongovernmental Organizations https://eolss.net/Sample-Chapters/C14/E1-44-03-07.pdf</p> <p>5. Policy Sciences https://egyankosh.ac.in/bitstream/123456789/25789/1/Unit-5.pdf</p> <p>6. Models Of Public Policy https://egyankosh.ac.in/bitstream/123456789/25794/1/Unit-3.pdf</p> <p>7. Cabinet Secretariat https://egyankosh.ac.in/bitstream/123456789/68783/1/Unit-6.pdf</p> <p>8. Central Secretariat: Organisation And Functions https://egyankosh.ac.in/bitstream/123456789/19092/1/Unit-7.pdf</p> <p>9. Monitoring And Evaluation https://egyankosh.ac.in/bitstream/123456789/78711/1/Unit-19.pdf</p>
Teaching Methodology	Classwork, Discussion, Self-Study, Seminars and Assignment
Evaluation Method	Internal Assessment : <u>50</u> Marks External Assessment : <u>50</u> Marks

VEER NARMAD SOUTH GUJARAT UNIVERSITY, SURAT
SYLLABUS

Program Name	Master of Arts in Public Administration, M.A. (P.A.)								
Semester	II								
NCrF Credit Level	6.0								
Course Type	Major								
Course Subtype	NIL								
Subject Type	Discipline Specific								
Course Code	IRM 509 - 2C								
Course Level	400-499								
Course Title	International Relations								
Credit	Theory:	4	Practical:	0	Total:	4			
Effective From	Academic Year: 2026-2027								
Course Outcomes	<p>CO1: Enables students to recall the nature, scope and major theories of international relations, including Realism, Pluralism and World System Theory.</p> <p>CO2: Enables students to explain foundational concepts such as balance of power, bipolarity/uni-polarity, neo-colonialism and globalization.</p> <p>CO3: Prepares students to apply these theoretical perspectives in examining Indian foreign policy and international security.</p> <p>CO4: Equip students to analyze the roles and impacts of key international organizations (e.g., UN, WTO, IMF, NATO) in shaping global affairs.</p> <p>CO5: Enable students to critically evaluate India's foreign policy toward its neighbors by assessing bilateral relations and regional dynamics with China, Pakistan, Bangladesh, Nepal, Bhutan, Afghanistan, Sri Lanka and Maldives.</p> <p>CO6: Facilitate students in critically assessing emerging international issues including terrorism, disarmament, climate change, the Indian diaspora and refugee challenges by applying relevant theoretical frameworks and policy analysis techniques.</p>								
Mapping between Cos and PSOs		PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7	PSO8
	CO1								
	CO2								
	CO3								
	CO4								
	CO5								
	CO6								
Course Content	<p>Unit – I Introduction Nature and Scope of International Relations, Theories of International Relations Realism, Pluralism, World System theory, Some basic concepts in International Relations: Balance of power, Bipolarity and Uni – polarity, Neo-colonialism, Globalization</p>								

	<p>Unit – II Indian Foreign Policy Indian Foreign Policy, International Security, International Organizations: (UN, WTO, IME, NATO etc.)</p> <p>Unit – III Foreign Policy with Neighbouring Countries India Foreign Policy with Neighbours: China/ Pakistan/ Bangladesh/ Nepal/ Bhutan/ Afghanistan/ Sri Lanka/ Maldives.</p> <p>Unit – IV International Issues Emerging International Issues: Terrorism, Disarmament, Climate Change, Indian Diaspora, Refugee.</p>
Reference Books	<p>References</p> <ol style="list-style-type: none"> 1. Jain, B. M., Global Power: India's Foreign Policy 1947-2006, Lexington Books, 2008 2. Rajan Mannaraswamighala Sreeranga, Studies on India's Foreign Policy, ABC Pub. House, 1993 3. Jayapalan N., Foreign policy of India, Atlantic Publishers & Distributors, 2001 4. Gupta K. R. & Shukla Vatsala, Foreign Policy of India, Atlantic Publishers & Distributors, 2009 5. Mansingh Lalit and et. al, eds., Indian Foreign Policy: Agenda for the 21st Century, Vol.1 and 2, New Delhi: Foreign Services Institute with Konark, 1998 6. Sinha A. and M. Mohta (eds), Indian Foreign Policy: Challenges and Opportunities, New Delhi: Academic Foundation. 2003 7. P. M. Kamat, Emerging International Order and Foreign Policy Options for India, Indian Academy of Social Sciences, 1999. <p>Textbook</p> <ol style="list-style-type: none"> 1. Mahendra Kumar (2020)- “Theoretical Aspects of International Politics”, Shiva Lal Agarwala & Company, 7th edition 2. Olson, William C. and Groom, A.J.R., (1991), International Relation then and Now: Origins and Trends in Interpretation, Harper Collins Academic, London. 3. Rajan, M.S. (ed.), (1996) United Nations at Fifty and Beyond (New Delhi: Lancers Books). 4. आर एस यादव (1999)- “भारत की विदेश नीति : एक विश्लेषण”, किताब महल, अलाहबाद <p>E learning Sources</p> <ol style="list-style-type: none"> 1. Why Study International Relations? Scope And Approaches, https://egyankosh.ac.in/handle/123456789/62834 2. Globalisation Of The Economy-Ibrd, Imf And Wto, https://egyankosh.ac.in/bitstream/123456789/62837/1/Block-6.pdf 3. Perspectives On The Changing World Order, https://egyankosh.ac.in/bitstream/123456789/20789/1/Unit-15.pdf 4. Disarmament And Peace Movement, https://egyankosh.ac.in/bitstream/123456789/20761/1/Unit-10.pdf 5. India’ s Policy Towards Major Powers, https://egyankosh.ac.in/bitstream/123456789/83111/1/Block-2.pdf
Teaching Methodology	Classwork, Discussion, Self-Study, Seminars and Assignment
Evaluation Method	Internal Assessment: <u>50</u> Marks External Assessment: <u>50</u> Marks

VEER NARMAD SOUTH GUJARAT UNIVERSITY, SURAT
SYLLABUS

Program Name	Master of Arts in Public Administration M.A. (P. A.)								
Semester	II								
NCrF Credit Level	6.0								
Course Type	Major								
Course Subtype	NIL								
Subject Type	Discipline Specific								
Course Code	PMM 510 - 2C								
Course Level	400-499								
Course Title	Project Management								
Credit	Theory:	4	Practical:	0	Total:	4			
Effective From	Academic Year : 2026-2027								
Course Outcomes	<p>CO1 Define and describe the fundamental concepts, characteristics and types of projects, distinguishing them from plans, programs and schemes.</p> <p>CO2: Illustrate the various stages of the Project Life Cycle and explain the requirements for project appraisal and selection clearances.</p> <p>CO3: Apply project planning techniques to schedule resources, manage time effectively and structure a project organization.</p> <p>CO4: Analyze the unique challenges and management strategies associated with public sector projects and project consultancy.</p> <p>CO5: Evaluate project performance through Management Information Systems (MIS) and project performance reports to ensure quality and progress.</p> <p>CO6: Design and implement budgetary control mechanisms and monitoring systems to manage project revisions and successful completion.</p>								
Mapping between Cos and PSOs		PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7	PSO8
	CO 1								
	CO 2								
	CO 3								
	CO 4								
	CO 5								
	CO 6								
Course Content	<p>Unit - 1 Introduction to Project Management Meaning, Characteristics Features of a Project, Differences between Plan, Program, Project and Scheme, Types of Projects, Project Management, Public Sector Projects, Management of Projects in Public Sector, Problems and Challenges in Public Sector Projects, Project Consultancy.</p> <p>Unit – 2 Project Life Cycle Introduction, Stages in Project Life Cycle, Detailed Project, Report, Project Appraisal, Project Selection and Clearance, Implementation of the Project, Project Monitoring and Control and Project Completion</p> <p>Unit –3 Project Planning and Project Organization Introduction, Project Planning, Types of Plans, Essentials of Project Planning, Aspects</p>								

	<p>Covered under Project Planning, Time Planning for Projects, Scheduling Resources, Participation in Project Planning Project Organization, The Project Team, Selection of Project Personnel</p> <p>Unit 4 Project Monitoring and Control</p> <p>Introduction, Need for Monitoring a Project, Management Information System for Projects, Project Performance Reports, Controls of Project, Types of Controls for Projects, Project Control in Action Budgeting and Budgetary Control of Projects, Budget Revisions.</p>
Reference Books	<p>References</p> <ol style="list-style-type: none"> 1. Harold Kerzner – Project Management: A Systems Approach 2. UNIDO – Manual for the Preparation of Industrial Feasibility Studies 3. S.C. Khandelwal – Project Management Handbook 4. K.K. Chitkara – Project Management: Planning, Implementation and Control 5. Prasanna Chandra – Projects: Planning, Analysis, Selection, Implementation and Review 6. P. Gopala Krishnan & V.E. Ramamoorthy – Textbook of Project Management 7. K.R. Sharma – Project Management, National Publishing House, 2000 <p>E learning Sources</p> <ol style="list-style-type: none"> 1. Project Management: An Overview https://egyankosh.ac.in/bitstream/123456789/10726/1/Unit-1.pdf 2. Project Monitoring And Control https://www.egyankosh.ac.in/bitstream/123456789/6226/1/Unit-7.pdf 3. Project Planning https://egyankosh.ac.in/bitstream/123456789/89776/1/Unit-5.pdf
Teaching Methodology	Classwork, Discussion, Self-Study, Seminars and Assignment
Evaluation Method	<p>Internal Assessment : <u>50</u> Marks</p> <p>External Assessment : <u>50</u> Marks</p>

VEER NARMAD SOUTH GUJARAT UNIVERSITY, SURAT
SYLLABUS

Program Name	Master of Arts in Public Administration M.A. (P. A.)								
Semester	II								
NCrF Credit Level	6.0								
Course Type	Major/VC								
Course Subtype	NIL								
Subject Type	Discipline Specific								
Course Code	HAVM 511 - 2C								
Course Level	400-499								
Course Title	Hospital Administration and Management								
Credit	Theory:	2	Practical:	2	Total:	4			
Effective From	Academic Year : 2026-2027								
Course Outcomes	<p>CO1: Describe Trace the historical evolution of hospitals and identify the various classifications (e.g., primary, secondary and tertiary) and structural components that define modern healthcare institutions.</p> <p>CO2: Explain the working mechanisms of different hospital departments and the interrelationships between clinical, administrative and auxiliary services.</p> <p>CO3: Apply principles of personnel and financial management to solve routine administrative challenges within a hospital setting, ensuring the efficient use of resources.</p> <p>CO4: Analyze the specific emergency provisions and disaster management protocols required to maintain hospital functionality during critical incidents.</p> <p>CO5: Evaluate the efficiency of hospital operations using standardized performance indicators, such as bed occupancy rates, average length of stay and patient satisfaction metrics.</p> <p>CO6: Formulate a comprehensive administrative strategy that integrates the roles and functions of a Hospital Administrator to improve overall institutional quality and patient care delivery.</p>								
Mapping between Cos and PSOs		PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7	PSO8
	CO 1								
	CO 2								
	CO 3								
	CO 4								
	CO 5								
	CO 6								
Course Content	<p>Unit – 1 Hospital Administration Concept of Hospital, Hospital Management, History of Hospital, Significance of Hospital, Types of Hospital, Hospital planning, Hospital Organization structure - Types of Hospital structure, Components of Hospital (Medical services, Auxiliary, Emergency services and Peripheral services etc.).</p> <p>Unit – 2 Major Aspects in Hospital Administration Major aspects in Hospital Administration-Personnel, Finance, The role and functions</p>								

	<p>of the Administrator in Hospitals.</p> <p>Unit – 3 Medical Records and Audit Medical records, Medical Audit, Time Management in Hospital, Aesthetic Management, Mortuary Management, Management of tension in Hospital.</p> <p>Unit – 4 Inventory and Quality Management in Hospital Inventory Management in Hospital, Ethical dimension in hospital and Measurement of Efficiency in Hospitals, Quality Management in Hospital</p>
Reference Books	<p>References</p> <ol style="list-style-type: none"> 1. George D. Pozgar – Healthcare Management 2. Stephen P. Robbins – Health Care Management 3. WHO – Hospitals and Health Systems (conceptual reference) 4. Joydeep Das Gupta - Hospital Administration and Management: A Comprehensive guide, Jaypee Brothers Medical Publishers PVT.LTD.,2023 5. D. Rambakr, Reality of Hospital Administration, Jaypee Brothers Medical Publishers PVT. LTD., 2014. 6. D. C. Joshi, Hospital Administration, Jaypee Brothers Medical Publishers PVT.LTD.,2022 7. Dunn & Haimann – Healthcare Financial Management 8. Gopalakrishnan & Sundaresan – Materials Management in Hospitals. 9. GoI – Disaster Management in Health Sector 10. Hugh McKenna – Emergency and Disaster Management in Healthcare 11. S.L. Goel & R. Kumar – Hospital Administration and Management 12. B.M. Sakharkar – Principles of Hospital Administration and Planning 13. C.M. Francis & M.C. De Souza – Hospital Administration. 14. K. Park – Park’s Textbook of Preventive and Social Medicine. 15. जयदीप दास गुप्ता, अस्पताल प्रशासन और प्रबंधन, २०१८ <p>E learning Sources</p> <ol style="list-style-type: none"> 1. World Health Organization (Hospital systems & classification)- https://www.who.int 2. National Health Systems Resource Centre (NHSRC), India- https://nhsrindia.org 3. IGNOU eGyanKosh – Hospital & Health Administration units- https://egyankosh.ac.in 4. Ministry of Health & Family Welfare, Government of India- https://www.mohfw.gov.in 5. National Health Mission (NHM)-https://nhm.gov.in 6. WHO – Health Workforce & Hospital Financing- https://www.who.int/teams/health-workforce 7. National Disaster Management Authority (NDMA)-https://ndma.gov.in 8. WHO – Emergency & Trauma Care-https://www.who.int/emergencies 9. AIIMS Emergency & Trauma Guidelines-https://www.aiims.edu 10. WHO – Hospital Performance & Quality Indicators-https://www.who.int/data 11. NABH (National Accreditation Board for Hospitals & Healthcare Providers)- https://www.nabh.co 12. National Health Authority (Ayushman Bharat – hospital efficiency data)- https://nha.gov.in
Teaching Methodology	Classwork, Discussion, Self-Study, Seminars and Assignment
Evaluation Method	Internal Assessment : <u>50</u> Marks External Assessment : <u>50</u> Marks

VEER NARMAD SOUTH GUJARAT UNIVERSITY, SURAT
SYLLABUS

Program Name	Master of Arts in Public Administration M.A. (P. A.)								
Semester	II								
NCrF Credit Level	6.0								
Course Type	SEC								
Course Subtype	NIL								
Subject Type	Discipline Specific								
Course Code	SEC 512 - 2C								
Course Level	400-499								
Course Title	Urban and Local Governance								
Credit	Theory:	2	Practical:	0	Total:	2			
Effective From	Academic Year : 2026-2027								
Course Outcomes	<p>CO1 – Understanding the historical evolution of local self-government in India and outline, the recommendations of key committees like Balwant Rai Mehta and Ashok Mehta.</p> <p>CO2 – Explain the constitutional significance of the 73rd and 74th Amendment and their role in institutionalizing democratic decentralization in rural and urban India.</p> <p>CO3 – Analyse the structural and functional roles of local functionaries (e.g., Mayor, Collector and Patwari) and bodies like the DRDA and District Planning Committees.</p> <p>CO4 – Apply the concepts of sustainable development and decentralization to evaluate the effectiveness of urban and rural development experiments in India.</p> <p>CO5 – Evaluate the socio-economic issues and reforms in local governance, specifically focusing on the relationship between state autonomous bodies and local units.</p> <p>CO6 – Formulate policy interventions or project frameworks based on existing government sectors (like GUDA/AUDA) to address contemporary urban and rural challenges.</p>								
Mapping between Cos and PSOs		PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7	PSO8
	CO 1								
	CO 2								
	CO 3								
	CO 4								
	CO 5								
	CO 6								
Course Content	<p>Unit –1 Historical Perspectives Concept of Rural and Urban Development, Evolution of Urban and Rural Government in India.</p> <p>Unit – 2 Organization structure of Local Governments Structure of Rural Local Government (73rd CAA), Structure of Urban Local Government (74th CAA).</p>								

	<p>Unit –3 Institutional Arrangements District Administration and District Collector - Evolution, Nature, Scope and functions. District Development Administration - Role and functions of DDO, District Rural Development Agency, District Planning Committee, Panchayat, Gram Sabha, Patwari Village Level Worker, Mayor, Municipal Commissioner, Development Authorities: GUDA, AUDA.</p> <p>Unit- 4 Rural and Urban Development Policies and Programmes for Urban and Rural Development, Issues related to development in Rural and Urban areas, Roles of State and other Autonomous bodies and their relationship with local bodies,</p>
Reference Books	<p>References</p> <ol style="list-style-type: none"> 1. George Mathew – Status of Panchayati Raj in India 2. L.C. Jain – Decentralization and Local Governance 3. B. Bhattacharyya – Urban Development in India. . Maheswari Local Government in India Lakshmi Narian Agrawal Agra, 1996. 4. K.C. Sharma leadership in Panchayati Raj. 5. Ramesh Shah & Baldev Agja Panchayati Raj in India with reference to 73 rd amendment, Gujarati University Granth Nirman Board. 6. Dr. G.B. Shukla Urban local governments in India' university Granth sirsmas board Ahmedabad-2006. 7. B.S. Khanna, Panchayati Raj in India, 1996. 8. Alok Mukopadhya, Municipal Government and Urban Development, IIPA, New Delhi. 9. Fadia & Fadia – Indian Administration 10. S.S. Khera – District Administration in India 11. Paul H. Appleby – Public Administration in India 12. Second Administrative Reforms Commission (ARC) Reports 13. S.R. Maheshwari – Local Government in India 14. Ramesh K. Arora & Rajni Goyal – Indian Public Administration 15. Madan & Pal – Indian Administration 16. S.N. Jha and P.C. Mathur - Decentralization and local politics sage, New Delhi- 1999. 17. Amitabh Kundu – Urban Development and Urban Systems in India 18. O.P. Mathur – Urban Local Government <p>E learning Sources</p> <ol style="list-style-type: none"> 1. Sustainable Urban Development https://egyankosh.ac.in/bitstream/123456789/83606/1/Block-4.pdf 2. Concept, Evolution And Significance Of Democratic Decentralisation https://egyankosh.ac.in/bitstream/123456789/25850/1/Unit-1.pdf 3. District Collector https://egyankosh.ac.in/bitstream/123456789/68097/3/Unit-11.pdf
Teaching Methodology	Classwork, Discussion, Self-Study, Seminars and Assignment
Evaluation Method	Internal Assessment : 50 Marks External Assessment : 50 Marks

**VEER NARMAD SOUTH GUJARAT UNIVERSITY, SURAT
SYLLABUS**

Program Name	Master of Arts in Public Administration, M.A. (P.A.)								
Semester	III								
NCrF Credit Level	6.5/7.0								
Course Type	Major								
Course Subtype	NIL								
Subject Type	Discipline Specific								
Course Code	PPAM 601 -3C								
Course Level	500-599								
Course Title	Public Personnel Administration								
Credit	Theory:	4	Practical:	0	Total:	4			
Effective From	Academic Year: 2026-2027								
Course Outcomes	<p>CO1: Explain to students the core concepts and scope of personnel administration.</p> <p>CO2: Enables students to describe the role of civil services in developing countries and identify the challenges posed by bureaucracy.</p> <p>CO3: Illustrate key issues in personnel administration by applying classification systems (position and rank).</p> <p>CO4: Examine the roles of generalists versus specialists and assess the importance of ethics and values in personnel administration.</p> <p>CO5: Enables students to evaluate civil service management in India by assessing recruitment, training, promotion, pay conditions and the challenges of center-state relations and minister-civil servant interactions.</p> <p>CO6: Propose students' improvements in civil service professionalism by reviewing managerialism, neutrality, accountability in citizen-centric services and the impact of LPG reforms.</p>								
Mapping between Cos and PSOs		PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7	PSO8
	CO1								
	CO2								
	CO3								
	CO4								
	CO5								
	CO6								
Course Content	<p>Unit – I Introduction to Public Personnel administration Concept, Nature and Role of Civil Services in Developing Countries, Meaning, Nature, Scope and Significance of Public Personnel Administration</p> <p>Unit – II Issues in Public Personnel Administration Classification-Position and Rank Classification, Generalists and Specialists, Ethics in Administration.</p>								

	<p>Unit – III Civil services and Their Management in India Recruitment of All India and Central Services, Training, Promotion, Pay and Service Condition of Civil Services, Rights of Civil Servants, Minister-Civil Servant Relationship, Role of Ministry of Personnel, Public Grievances and Pensions.</p> <p>Unit – IV Comparative assessment of Personnel System Personnel system of U.K., France and U.S.A</p>
Reference Books	<p>References</p> <ol style="list-style-type: none"> 1. Jain R. B., Aspects of personnel Administration, IIPA, New Delhi. 2. Goel S. L., Rajneesh and Shalini, Public Personnel Administration, Deep and Deep Publishers, Delhi. 3. Maheshwari S. R., Public Personnel Administration, Lakshmi Narain Agarwal, sage. 4. ARC Reports - First and Second 5. Srivastava L.P. 1987. Public Personnel System in India; Anmol: New Delhi. 6. Sachdeva D.R. and Meena Sogani. 198 1. Public Administration: Concepts and Application. (Volume 2); Associated Publishing House: New Delhi. 7. Sinha V.M. 1986. Personnel Administration: Concepts and Comparative Perspective; RBSA Publishers; Jaipur. 8. डॉ. सुरेन्द्र कटारिया, कार्मिक प्रशासन, आर. बी. एस. ए. पब्लिशर्स, जयपुर, २०२१ 9. कार्मिक प्रशासन, गुल्ली बाबा पब्लिशर्स <p>E learning Sources</p> <ol style="list-style-type: none"> 10. Public Personnel Administration In India https://gacbe.ac.in/pdf/ematerial/18BPA52C-U5.pdf 11. Public Personnel Administration, Alagappa University https://mis.alagappauniversity.ac.in/siteAdmin/dde-admin/uploads/2/PG_M.A._Personnel%20Management%20and%20Industrial%20Relations_308%2021_Public%20Personnel%20Administration.pdf 12. Tenth Report Second Administrative Reforms Commission, https://darpg.gov.in/sites/default/files/personnel_administration10.pdf 13. Concept, Nature And Scope Of Personnel Administration, https://egyankosh.ac.in/bitstream/123456789/63018/1/Block-1.pdf 14. Public Services And Their Role In Administrative System, https://egyankosh.ac.in/bitstream/123456789/19261/1/Unit-3.pdf 15. Functions And Significance Of Personnel Administration https://egyankosh.ac.in/bitstream/123456789/19260/1/Unit-2.pdf 16. Recruitment (Reservation In Services), https://egyankosh.ac.in/bitstream/123456789/19277/1/Unit-15.pdf 17. Training, https://egyankosh.ac.in/bitstream/123456789/19279/1/Unit-17.pdf 18. Personnel Policy, https://egyankosh.ac.in/bitstream/123456789/19276/1/Unit-14.pdf 19. Administrative Tribunals, https://egyankosh.ac.in/bitstream/123456789/19274/1/Unit-12.pdf 20. Civil Service In The Context Of Modern Bureaucracy, file:///C:/Users/hp/Downloads/Block-2.pdf
Teaching Methodology	Classwork, Discussion, Self-Study, Seminars and Assignment
Evaluation Method	Internal Assessment: <u>50</u> Marks External Assessment: <u>50</u> Marks

VEER NARMAD SOUTH GUJARAT UNIVERSITY, SURAT
SYLLABUS

Program Name	Master of Arts in Public Administration, M.A. (P.A.)								
Semester	III								
NCrF Credit Level	6.5/7.0								
Course Type	Major								
Course Subtype	NIL								
Subject Type	Discipline Specific								
Course Code	SPAM 602 -3C								
Course Level	500-599								
Course Title	Social Policy and Administration								
Credit	Theory:	4	Practical:	0	Total:	4			
Effective From	Academic Year: 2026-2027								
Course Outcomes	<p>CO1: Enables students to identify the nature, scope and principles of social administration, including the roles of central and state administrations.</p> <p>CO2: Enables students to explain key social theories and the welfare state's role within social administration.</p> <p>CO3: Enables students to employ social case work, group work and community organization to promote equity and inclusive development.</p> <p>CO4: Enables students to examine Indian social policy by scrutinizing constitutional provisions, development planning and legislative impacts.</p> <p>CO5: Enables students to assess global and local social policies by evaluating the contributions of voluntary agencies to social justice.</p> <p>CO6: Enables students to integrate international frameworks (e.g., MDGs, HDI) with challenges such as migration and human trafficking to shape comprehensive social policy insights.</p>								
Mapping between Cos and PSOs		PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7	PSO8
	CO1								
	CO2								
	CO3								
	CO4								
	CO5								
	CO6								
Course Content	<p>Unit – I Social Welfare Administration Concept of Social Welfare, Social service, Social Security and Social Reform, Social Issues and Challenges, Nature, Scope and Principles of Social Welfare Administration, Personnel Practices in Social Welfare and the need for a professional cadre.</p> <p>Unit – II Social Policy in India Constitutional Provisions, Social Welfare and Five Year Plans in India, Social</p>								

	<p>Legislations in India.</p> <p>Unit – III Concept of Social Work and Methods Meaning of Social Work, Methods of Social Work : Case work, group work, community organization.</p> <p>Unit – IV Institutional Structure of Social Welfare Administration Social Policy and Welfare, Ministry of Social Justice and Empowerment, Ministry of Health and Family Welfare, Ministry of Women and Child Development, Central Social Welfare Board, Role of NGO in Social Welfare.</p>
Reference Books	<p>References</p> <ol style="list-style-type: none"> 1. Sachdeva D.R., Social Welfare Administration in India, kitab Mahal, 2018 2. Goel, S. L., & Jain R. K., Social Welfare Administration, Deep & Deep Publications, New Delhi. 3. Sah D. C. & Y. Sisodia, Tribal Issues in India, Saujanya Books, Jaipur 4. Yadav Sushma, Social Justice: Ambedkar's Vision, IIPA, New Delhi. 5. Aravacik, Esra Dundar (2018). Social Policy and the Welfare State, Public Economics and Finance. Retrieved from: https://www.intechopen.com/chapters/64579. 6. Blakemore, Ken and Griggs, Edwin. (2007). Social Policy: An Introduction. Open University Press: New York. 7. Spicker, Paul. (2014). Social Policy - Theory and Practice. Policy Press: Bristol. 8. तेजस्कर पांडे और बालेश्वर पांडे, समाज कल्याण प्रशासन, गुल्ली बाबा पब्लिशर्स <p>E learning Sources</p> <ol style="list-style-type: none"> 1. Social Policies and Administration, Ignou, https://egyankosh.ac.in/bitstream/123456789/87463/1/Block-1.pdf 2. Social Policy and Administration Notes, https://www.scribd.com/document/793641622/SOCIAL-POLICY-AND-ADMINISTRATION-NOTES 3. Social Policy and Administration: Comprehensive Overview And Analysis, Maseno University, https://www.studocu.com/row/document/maseno-university/social-and-ethical-issues-in-it/social-policy-and-administration-notes/108410683 4. Social Policy: Concept, Characteristics, Objectives, Scope, Functions, Principles and Models, https://egyankosh.ac.in/bitstream/123456789/87464/1/Unit-1.pdf
Teaching Methodology	Classwork, Discussion, Self-Study, Seminars and Assignment
Evaluation Method	Internal Assessment: <u>50</u> Marks External Assessment: <u>50</u> Marks

VEER NARMAD SOUTH GUJARAT UNIVERSITY, SURAT
SYLLABUS

Program Name	Master of Arts in Public Administration M.A. (P. A.)								
Semester	III								
NCrF Credit Level	6.5/7.0								
Course Type	Major								
Course Subtype	NIL								
Subject Type	Discipline Specific								
Course Code	ALGM 603 – 3C								
Course Level	500-599								
Course Title	Administrative Law, Ethics and Governance								
Credit	Theory:	4	Practical:	0	Total:	4			
Effective From	Academic Year : 2026-2027								
Course Outcomes	<p>CO1 – Describe the foundational principles of Administrative Law, including the Rule of Law and its distinction from Constitutional Law, to identify the sources of administrative power.</p> <p>CO2 – Explain the mechanics of Governance through the Doctrine of Separation of Powers and Checks and Balances to prevent the abuse of administrative discretion.</p> <p>CO3 – Apply the principles of Natural Justice and the Doctrine of Ultra-vires to evaluate the legality of delegated legislation and administrative actions.</p> <p>CO4 – Analyse the role of quasi-judicial bodies (Tribunals) and oversight mechanisms like the CBI and Lokpal in ensuring administrative accountability.</p> <p>CO5 – Evaluate the ethical foundations of governance and constitutional values to determine the impact of personal and professional ethics on public service.</p> <p>CO6 – Assess emerging legal trends and protective frameworks, such as Whistleblower protection and the Criminal Law (Amendment) Act 2013, to advocate for social justice</p>								
Mapping between Cos and PSOs		PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7	PSO8
	CO 1								
	CO 2								
	CO 3								
	CO 4								
	CO 5								
	CO 6								
Course Content	<p>Unit - 1 Evolution of Administrative Law and its Scope and Significance Concept of Administrative Law, Constitutional law, Rule of Law, Reasons behind the rise of Administrative Law, Scope and Sources of Administrative Law in India, Droit Administration and Doctrine of Separation of Power, concept of Natural Justice. Principles of Natural Justice.</p> <p>Unit – 2 Delegated Legislation and Administrative Adjudication Delegated Legislation: Meaning, Significance, Classification of Delegated Legislation. Limits of delegation, Control over delegated legislation, Administrative Adjudication, Judicial Review and Remedies (Public Interest Litigation and Writs)</p>								

	<p>Unit – 3 Introduction to Ethical Governance Indian Philosophical foundations and ethics, Essential difference – Ethics and values, emotional intelligence and its relevance to ethics and values.</p> <p>Unit – 4 Ethics and Public Interest Actions/decision-making in Public life/service; Authority vs. ethics and values, Legitimacy and accountability in public service, State of probity in governance – Policy making to implementation and its process, Role of family, society and educational institutions vis-à-vis ethics.</p>
Reference Books	<p>References</p> <ol style="list-style-type: none"> 1. H.W.R. Wade & C.F. Forsyth – Administrative Law 2. D.D. Basu – Administrative Law 3. V.N. Shukla – Constitution of India (for comparison with constitutional law) 4. H.M. Seervai – Constitutional Law of India 5. Upendra Baxi – Judicial Activism in India 6. S.P. Sathe – Judicial Activism in India 7. M.K. Gandhi – Hind Swaraj (ethical governance perspective) 8. John Rawls – A Theory of Justice 9. Amartya Sen – The Idea of Justice 10. OECD – Public Sector Ethics 11. ARC (2nd Administrative Reforms Commission) Reports – Ethics in Governance 12. Indian Law Institute, Delegated Legislation in India. 13. Second Administrative Reforms commission, 1 and 2 Reports 14. Justice G.P. Singh – Principles of Statutory Interpretation 15. D.D. Basu – Administrative Law 16. V.S. Deshpande – Administrative Tribunals in India 17. I.P. Massey – Administrative Law 18. M.P. Jain & S.N. Jain – Principles of Administrative Law 19. C.K. Takwani – Lectures on Administrative Law 20. Manoj Sharma - Indian Administrative Law, Anmol Publisher, New Delhi. 21. Chakraborty S. K. - Value and Ethics for organization Theory and Practice, OUP, New Delhi. 22. Prof. H. D. Pithawalla - Administrative Law, C. Jamnadas & Co, Mumbai. 23. Subba Rao – Ethics in Governance 24. A. A. Khan – Ethics in Public Administration 25. डॉ. यू. पी. डी .केसरी - प्रशासनिक विधि ,सेन्ट्रल लॉ पब्लिकेशन ,२०१६ 26. डॉ. बंसीलाल बाबेलराज -प्रशासनिक विधि,राजस्थान हिंदी अकादमी <p>E learning Sources</p> <ol style="list-style-type: none"> 1. Delegated Legislation https://mau.ac.in/LMS/MASOL/Admin%20Law%201%20PPT.pdf 2. Administrative Tribunals https://egyankosh.ac.in/bitstream/123456789/19134/1/Unit-23.pdf 3. Citizen and Administration https://egyankosh.ac.in/bitstream/123456789/19217/1/Unit-37.pdf 4. Administrative Ethics and Integrity in Civil Services file:///C:/Users/mamta/Downloads/Unit-%2021%20(7).pdf
Teaching Methodology	Classwork, Discussion, Self-Study, Seminars and Assignment
Evaluation Method	Internal Assessment : <u>50</u> Marks External Assessment : <u>50</u> Marks

VEER NARMAD SOUTH GUJARAT UNIVERSITY, SURAT
SYLLABUS

Program Name	Master of Arts in Public Administration M.A. (P. A.)								
Semester	III								
NCrF Credit Level	6.5/7.0								
Course Type	Major								
Course Subtype	NIL								
Subject Type	Discipline Specific								
Course Code	CGM 604 – 3C								
Course Level	500-599								
Course Title	Corporate Governance								
Credit	Theory:	4	Practical:	0	Total:	4			
Effective From	Academic Year : 2026-2027								
Course Outcomes	<p>CO1 - Introduce students to corporate governance by enabling them to define its meaning, objectives, need, importance and principles in the Indian context.</p> <p>CO2 - Engage students in describing the role of corporate governance in achieving organizational success in India.</p> <p>CO3 - Enable students to apply the concept of governance structures by engaging in practical exercises such as case studies and role-plays that simulate the roles, responsibilities and powers of the Board of Directors, Corporate Management Committee and Divisional Management Committee</p> <p>CO4 - Challenge students to analyze corporate governance forums by comparing the features of the CII code with those of CACG, OECD, ICGN and NFCG.</p> <p>CO5 - Empower students to evaluate corporate social responsibility by exploring its definition, nature, levels, phases, approaches and principles and by reviewing Indian models and corporate social reporting.</p> <p>CO6 - Encourage students to develop a framework for business ethics by defining its meaning, importance and scope, identifying factors that affect ethical choices and reviewing the effectiveness of ethics training programs in India.</p>								
Mapping between Cos and PSOs		PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7	PSO8
	CO1								
	CO2								
	CO3								
	CO4								
	CO5								
CO6									
Course Content	<p>Unit – 1 Corporate Governance</p> <p>Corporate Governance, Corporate Governance Theories, Models of Corporate Governance, Principles of Corporate Governance, Corporate Governance Challenges.</p>								

	<p>Unit – 2 Corporate Structure and Code Of Conduct Board of directors, Corporate officers, Shareholders. Corporate Code Of Conduct.</p> <p>Unit – 3 Corporate Governance Forums Major Forums in India : Confederation of Indian Industry (CII), National Foundation for Corporate Governance (NFCG), Institute of Company Secretaries of India (ICSI), Confederation of Indian Industry (CII), Federation of Indian Chambers of Commerce and Industry (FICCI).</p> <p>Unit – 4 Corporate Governance Regulatory Framework in India Regulatory framework in India: The Companies Act, 2013, Securities and Exchange Board of India (SEBI) Guidelines, Standard Listing Agreement of Stock Exchanges, Accounting Standards issued by the Institute of Chartered Accountants of India (ICAI), Secretarial Standards issued by the Institute of Company Secretaries of India (ICSI).</p>
Reference Books	<p>References</p> <ol style="list-style-type: none"> 1. A handbook of corporate governance, (3rd ed.), Institute of Directors., India: IOD Publishing, Delhi, 2022 2. Das S. C., corporate governance in India: An evaluation. (4th ed.), India: PHI Learning Pvt. Ltd., Delhi, 2021. 3. Goel S., Corporate governance: principles and practices (1st ed., Vol. 1), India: McGraw-Hill, Noida, 2019. 4. Dr. Neeru Vasishta and Dr. Namita Rajput - Corporate Governance value and ethics, Taxmann Publications PVT. LTD., 2022 5. Sharma J. P., Corporate governance, business ethics and csr: with case studies and major corporate scandals. India: Ane Books, Delhi, 2018. 6. Dr. S. S. Khanka - Business Ethics and Corporate Governance, S. Chand & Company, 2014 7. Sunder K., Business Ethics and Value, Vijay Nicole Imprints PVT. LTD., 2025. 8. सुनीत शर्मा और संजना रहेजा, कोर्पोरेट गवर्नंस, वी. के. पब्लिशर्स <p>E learning Sources</p> <ol style="list-style-type: none"> 1. Corporate Governance https://egyankosh.ac.in/bitstream/123456789/67136/1/Unit-10.pdf 2. Corporate Governance: An An Overview Overview https://egyankosh.ac.in/bitstream/123456789/89514/1/Unit-1.pdf 3. Corporate Governance SBAA1506.pdf https://share.google/Huz4702USnyIjc8Wn 4. Corporate Social Responsibility https://theintactone.com/2025/11/29/corporate-social-responsibility-nature-levels-phases-and-models/ 5. Regulatory Framework of Corporate Governance https://www.nascollege.org/econtent/ecotent-10-4-20/dr%20reena/Lecture%2017.pdf 6. Corporate governance forums https://share.google/aimode/755txuKwood6LYWO7 7. Corporate Governance.pdf https://share.google/1Hqoi5Y76gU7yQW45
Teaching Methodology	Classwork, Discussion, Self-Study, Seminars and Assignment
Evaluation Method	Internal Assessment : <u>50</u> Marks External Assessment : <u>50</u> Marks

VEER NARMAD SOUTH GUJARAT UNIVERSITY, SURAT
SYLLABUS

Program Name	Master of Arts in Public Administration, M.A. (P.A.)									
Semester	III									
NCrF Level	6.5/7.0									
Course Type	Major/VC									
Course Subtype	NIL									
Subject Type	Discipline Specific									
Course Code	RMGVM 605 – 3C									
Course Level	500-599									
Course Title	Risk Management and Financial Governance									
Credit	Theory:	2	Practical:	2	Total:					4
Effective From	Academic Year: 2026-2027									
Course Outcomes	<p>CO1: To get acquainted with the concept of Risk and the various types of risk.</p> <p>CO2: To develop an understanding of the various sources of risk and the process of evaluating risk</p> <p>CO3: To gain knowledge of risk management techniques</p> <p>CO4: To Understand the risk associated with corporate governance</p> <p>CO5: To develop an understanding of Enterprise risk management</p> <p>CO6: Assess operational, credit and market risks and recommend suitable mitigation techniques</p>									
Mapping between Cos and PSOs		PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7	PSO8	
	CO1									
	CO2									
	CO3									
	CO4									
	CO5									
	CO6									
Course Content	<p>Unit - 1 Introduction To Risk</p> <p>The Concept of Risk Classification and types of Risks, Source and Evaluation of Risks, Identification and Sources of Risk, Quantification of Risk and various methodologies, Impact of Business Risk, Identify and assess the impact upon the stakeholder involved in Business Risk, Role of Risk Manager and Risk Committee in identifying Risk</p> <p>Unit - 2 Risk Management</p> <p>Risk Management - Concept of Risk Management, Objective and Process of Risk Management, Importance of Risk Management, Risk Management techniques.</p>									

	<p>Unit - 3 Risk and Corporate Governance Risk Associated With Corporate Governance, Evaluation of Risk Associated with Governance, Description and evaluation of framework for Board level consideration of risk, OECD Guidelines for Corporate Governance, Enterprise Risk Management.</p> <p>Unit - 4 Enterprise Risk Management Enterprise Risk Management Definition, Scope and Techniques, Operational Risk Management, Definition, Scope and Techniques, Credit Risk - Understanding the component of credit risk, Evaluating credit risk - Mitigating Credit risk, Market Risk-Definition, Scope and Techniques</p>
Reference Books	<p>References</p> <ol style="list-style-type: none"> 1. Principles of Risk Management and Insurance George E. Rejda, Michael McNamara, William Rab, Pearson Publications 2. Risk Management and Insurance, Scott. E. Harrington, Gregory Niehaus 3. ICAI, Study material for CA Final 4. Risk management & Financial Institutions, J. C. Hull, Pearson Publications. 5. Risk Management by Dhaval Parekh 6. Enterprise Risk Management by A. V. Vedpuriswar 7. Corporate Governance and Fraud Risk Management in India by Balvinder Singh 8. A Notion of Enterprise Risk Management by Soumi Majumder & Nilanjan Dey 9. George E. Rejda and Michael J. McNamara- "Principles of Risk Management and Insurance," 13th Edition, Pearson. 10. Deykin C D, Pentiken T and Pesonan M (1994)- "Practical Risk Theory for Actuaries", Chapman and Hall, London. 11. Crouchy Michel, Galai Dan and Mark Robert, 2001- "Risk Management", McGraw Hill, New York. 12. Schwartz and Smith (Eds.), 1997- "Derivatives Handbook: Risk Management and Control", John Wiley. 13. गोयल, आर. वाई. (2018). जोखिम प्रबंधन के सिद्धांत. राजकमल प्रकाशन. <p>E learning Sources</p> <ol style="list-style-type: none"> 1. Risk Management, https://www.egyankosh.ac.in/bitstream/123456789/88656/1/Block-6.pdf 2. Risk Management: An Overview, https://egyankosh.ac.in/bitstream/123456789/21485/1/Unit-12.pdf 3. Operational Risk Management, https://egyankosh.ac.in/bitstream/123456789/21482/1/Unit-14.pdf 4. Fundamentals of Risk Management, https://unidel.edu.ng/focelibrary/books/Fundamentals%20of%20Risk%20Management%20Understanding,%20evaluating%20and%20implementing%20effective%20risk%20management%20(%20PDFDrive%20).pdf 5. Risk Management for Enterprises and Individuals, https://resources.saylor.org/wwwresources/archived/site/textbooks/Risk%20Management%20for%20Enterprises%20and%20Individuals.pdf
Teaching Methodology	Classwork, Discussion, Self-Study, Seminars and Assignment
Evaluation Method	Internal Assessment: <u>50</u> Marks External Assessment: <u>50</u> Marks

VEER NARMAD SOUTH GUJARAT UNIVERSITY, SURAT
SYLLABUS

Program Name	Master of Arts in Public Administration M.A. (P. A.)								
Semester	III								
NCrF Credit Level	6.5/7.0								
Course Type	SEC								
Course Subtype	NIL								
Subject Type	Discipline Specific								
Course Code	SEC 606 – 3C								
Course Level	500-599								
Course Title	Water Resources Management								
Credit	Theory:	2	Practical:	0	Total:	2			
Effective From	Academic Year : 2026-2027								
Course Outcomes	<p>CO1: Introduce students to Water Resources Management by explaining its historical evolution, meaning, nature, scope and significance.</p> <p>CO2: Engage students in describing core Water Resources Management concepts and how they address key challenges and promote sustainable development.</p> <p>CO3: Enable students to apply Water Resources Management concepts to real-world scenarios that tackle key challenges and support sustainable development.</p> <p>CO4: Equip students to critically assess the implementation and impact of Water Resources Management practices—including policy execution and interventions in forestry, flood management, poverty alleviation and irrigation.</p> <p>CO5: Empower students to evaluate organizational dynamics and decision-making in Water Resources Management through the study of case examples and regional experiences.</p> <p>CO6: Challenge students to create an integrated approach to Water Resources Management by synthesizing historical insights, conceptual understanding, practical assessments and organizational analysis to address current challenges</p>								
Mapping between Cos and PSOs		PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7	PSO8
	CO1								
	CO2								
	CO3								
	CO4								
	CO5								
	CO6								
Course Content	<p>Unit – 1 Introduction to Water Resources Management</p> <p>Overview of water availability, Demand of Water Resource in Different Sectors, Forms of Water, Sources of Water, Meaning, Nature, Scope and Significance of Water Resources management, Integrated Water Resources Development, Perception</p>								

	<p>of Water as Commodity, Common Water Resource, Basic Human Right, Sacred Resource . Water Pricing, Water Resource Privatisation, Role of Water Resource in Socio - Economic Development.</p> <p>Unit – 2 Role of Water Resources in Development Water Resources Development Forest, Flood, drought, Poverty Alleviation, Water Logging, Conventional- Non Conventional Methods of Water Conservation, National Rivers, Ground Water Resources, Water Quality, point and non-point sources of pollution.</p> <p>Unit – 3 Institutional Set up for Development of Water Resources Constitution and Water Resources, Need of Water Policy, National Water Policy – Ministry of Jal Shakti, National Water Development Agency, National Water Resources Council, National Water Board, Central and State Pollution Control Board.</p> <p>Unit – 4 Water Resources Development Programmes and Challenges Jal Jivan Mission, Jal Shakti Abhiyan, Atal Jal (Bhujal Yojana), Namami Gange, Hariyali Program, Rain Water Harvesting, Sujalam Sufalam Jal Abhiyan, Water Resources management - Challenges and Strategies, Case Studies in Water Management -Experiences in Different Regions.</p>
Reference Books	<p>References</p> <ol style="list-style-type: none"> 1. IIPA, Special Issue on Water Resources Management, July-Sept 2003 2. Sharma V.K., Water Resources Planning and Management, Himalaya, Bombay, 1985. 3. Vidyanathan, Water Resources Management: Institutions and Irrigation development in India, OUP, New Delhi, 1999. 4. श्री राम सिंह और शिवराज सिंह, समेकित जल संसाधन प्रबंधन, कला प्रकाशन 5. प्रदीप कुमार सिंह, जल संरक्षण, प्रबंधन व नियोजन, राईट और प्रिंट पब्लिशर्स <p>E learning Sources</p> <ol style="list-style-type: none"> 1. Water Resources Management Concepts and Tools https://www.ircwash.org/sites/default/files/210-96WA-17543.pdf 2. Water Resources https://ncert.nic.in/textbook/pdf/legy204.pdf 3. Case Study: Water Management in Arid Regions https://sajdi.com/case-study-water-management-in-arid-regions-aziz-sajdi/
Teaching Methodology	Classwork, Discussion, Self-Study, Seminars and Assignment
Evaluation Method	Internal Assessment : <u>50</u> Marks External Assessment : <u>50</u> Marks

VEER NARMAD SOUTH GUJARAT UNIVERSITY, SURAT
SYLLABUS

Program Name	Master of Arts in Public Administration M.A. (P. A.)								
Semester	IV								
NCrF Credit Level	6.5/7.0								
Course Type	Major								
Course Subtype	NIL								
Subject Type	Discipline Specific								
Course Code	PHSMM 607 – 4C								
Course Level	500-599								
Course Title	Public Health and Sanitation Management								
Credit	Theory:	4	Practical:	0	Total:	4			
Effective From	Academic Year : 2026-2027								
Course Outcomes	<p>CO1 - Introduce students to the concepts of public health, sanitation and environmental hygiene and explain their significance in community well-being.</p> <p>CO2 - Enable students to describe the structure, organization and functions of public health systems at central, state and local levels.</p> <p>CO3 - Guide students to apply public health management approaches in the areas of disease prevention, health promotion, waste management and sanitation planning.</p> <p>CO4 - Direct students to analyze the role of municipal bodies, health agencies and NGOs in sanitation and public health service delivery.</p> <p>CO5 - Train students to evaluate major public health programmes and sanitation missions in India by assessing their implementation mechanisms, challenges and outcomes.</p> <p>CO6 - Empower students to design effective public health and sanitation strategies to address contemporary issues such as epidemics, waste disposal, Pollution and Community health risks.</p>								
Mapping between Cos and PSOs		PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7	PSO8
	CO1								
	CO2								
	CO3								
	CO4								
	CO5								
	CO6								
Course Content	<p>Unit – 1 Foundations of Public Health</p> <p>Health, Dimensions of Health, Determinants of Health, Meaning, Nature and Scope of Public Health, Public Health vs. Clinical Health, Public Health Administration and</p>								

	<p>its Scope, Communicable and Non Communicable diseases, levels of health care, Nutrition's and Public Health, Food Security and Public Health.</p> <p>Unit – 2 Public Health Administration in India Public Health Policy, public Health and five year plans, National Health Programs, National Health Mission (NHM), Ayushman Bharat, Swachh Bharat Mission (Urban & Rural), National Urban Health Mission (NUHM), Health statistics (National family health survey), Structure of Health system in India (Ministry of Health & Family Welfare, Commissionerate Health State level, Regional level, District level, Taluka level, Community level, PHC level, Sub Centre level, Asha workers and Trained Dia's), Public Health information systems (HMIS), Role of WHO in Health Care.</p> <p>Unit – 3 Environment and Occupational Health Water, Sanitation and Hygiene, Air and Water Pollution and Health Effects, Workplace Health and Safety, Climate Change and Public Health Impacts, Waste Management in Healthcare, Food Adulteration and Public Health, Health and Sanitation Laws (Public Health Act, Municipal Acts), Role of Municipal Corporations, PHCs, UHCs and NGOs, Public–Private Partnerships (PPP) in Sanitation.</p> <p>Unit – 4 Health Communication and Advocacy & Contemporary Challenges Strategies for Effective Health Communication, Social and Behavioural Change Communication (SBCC), Community Engagement and Participation, Public Health Campaigns and Media Advocacy, Ethics in Public Health Communication, Public Health Emergency Preparedness and Response: Disaster Risk Reduction and Management, Disease Outbreak Preparedness (Ebola, COVID-19 etc.), Emergency Response and Relief Operations, Role of NGOs and Governments in Public Health Crises, Mental Health Support During Disasters.</p>
Reference Books	<p>References</p> <ol style="list-style-type: none"> 1. Goel S. L., Public Health Management in India, (Vols 1 to 5) 2. Rameswaram G., Medical Health Administration in Rural India, Publisher South Asia book, New Delhi. 3. Sunder Lal Vikas, Public Health Management Principle and Practice, CBS Publishers & Distributers Pvt Ltd 4. katyal Veena and Srivastava S. K., Healthcare Management in India, New Century Publications. 5. Park, K. – Preventive and Social Medicine. 6. Gupta, Rashmi – Health and Sanitation in India. <p>E learning Sources</p> <ol style="list-style-type: none"> 1. Sanitation Management 2. https://www.open.edu/openlearncreate/mod/oucontent/view.php?id=80395&printable=1 3. National Rural Health Mission 4. https://nihfw.ac.in/cms/national-rural-health-mission.php 5. Disease control programmes: TB, Malaria, HIV, 6. https://mohfw.gov.in/sites/default/files/05Chapter.pdf
Teaching Methodology	Classroom teaching, Case studies (NHM, SBM, COVID-19 public health responses), Group discussions, Field visits (PHC/municipality), Practical assignments & presentations, Seminars and Assignment
Evaluation Method	Internal Assessment : <u>50</u> Marks External Assessment : <u>50</u> Marks

VEER NARMAD SOUTH GUJARAT UNIVERSITY, SURAT
SYLLABUS

Program Name	Master of Arts in Public Administration M.A. (P. A.)								
Semester	IV								
NCrF Credit Level	6.5/7.0								
Course Type	Major								
Course Subtype	NIL								
Subject Type	Discipline Specific								
Course Code	POAM 608 – 4C								
Course Level	500-599								
Course Title	Police Administration								
Credit	Theory:	4	Practical:	0	Total:	4			
Effective From	Academic Year : 2026-2027								
Course Outcomes	<p>CO1 - Introduces students with the concept of police and trace the evolution of policing functions in society.</p> <p>CO2 - Instruct students to discuss the importance of policing functions and understand the role of the police in maintaining a civil society.</p> <p>CO3 - Guide students to use police administration principles by organizing its tasks (like maintaining law and order) and by identifying the differences between reformative and punishment-based methods.</p> <p>CO4 - Direct students to analyze the relationship between police administration and prison administration.</p> <p>CO5 - Involve students in scrutinizing police administration in India by evaluating its structure, functions and mechanisms of internal and external control.</p> <p>CO6 - Enable students to formulate strategies addressing contemporary issues and challenges in policing and police administration.</p>								
Mapping between Cos and PSOs		PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7	PSO8
	CO1								
	CO2								
	CO3								
	CO4								
	CO5								
	CO6								
Course Content	<p>Unit – 1 History of Policing in India Origin and development of Policing in India, Ancient Indian Policing System, Policing in Mughal period, in British period and in the Post-Independence era, Role of Centre in Policing, Community Policing, Police Reforms in India, Police Act</p>								

	<p>1861, Functions of Police Administration.</p> <p>Unit – 2 Structure of Police Administration at Central Level Union Ministry of Home Affairs; Organization and Working of Central Police organizations- CBI, BPR & D, CRPF, BSF, RPF, CISF, NPA, NICFS, NCRB, NIA, SSB, Assam Rifles, CDTS, Central Forensic Science Laboratory, Central Finger Print Bureau.</p> <p>Unit – 3 Structure of Police at State Level State Policing System: State Level, Range Level, District level, Sub-division/Circle level, Police Station, Police Commissionerate System, Dual System of Police, District Intelligence Branch, District Enforcement Branch, SP office, Police Lines, District Traffic Wing and Telecommunication Unit etc.</p> <p>Unit – 4 Police Accountability Control over police- External and Internal, Media and Police, Role of Police employee’s Union, Issues and problems of policing in contemporary times.</p>
Reference Books	<p>References</p> <ol style="list-style-type: none"> 1. Mishra K. K., Police Administration in Ancient India, Mittal Publications, Delhi, 1987. 2. Bhardwaj R. K., Indian Police Administration, National Publishing House, New Delhi, 1978 3. Raghavan R. K., Indian Police Problem, Planning and Perspective, Manohar Publications, 1989 4. Sharma P. D., Police Administration in India, 5. Dr. Kuldeep Singh and Dr. Shaveta Begra, Police Administration: Emerging Issues & Concerns, Selective & Scientific Publisher, Delhi, 2020 6. Ranjan Sanjeev : Police Administration: Concept and Practices (Hindi), Regal Publications, New Delhi, 2020 7. Mukherjee Tumpa, WOMEN IN POLICE IN INDIA: A Journey from Periphery to Core, Rawat publication, New Delhi, 2020 8. Sen Shankar (Ed), POLICE REFORMS, ANUUGYA BOOKS, New Delhi, 2016 9. डॉ. जालिम सिंह, पुलिस प्रशासन व प्रबंधन, नोशन प्रेस <p>E learning Sources</p> <ol style="list-style-type: none"> 1. Origin and development of Policing in India, https://blog.ipleaders.in/police-policing-india-historical-perspective 2. Organization and Working of Central Police organizations- CBI, BPR & D, CRPF, BSF, RPF, CISF, NPA, NICFS, https://www.mha.gov.in/en/about-us/central-armed-police-forces 3. POLICE ADMINISTRATION https://egyankosh.ac.in/bitstream/123456789/19126/1/Unit-18.pdf 4. Exploring the Organizational Structure of Police in India https://thelaw.institute/introduction-to-law/organizational-structure-indian-police/
Teaching Methodology	Classwork, Discussion, Self-Study, Seminars and Assignment
Evaluation Method	Internal Assessment : <u>50</u> Marks External Assessment : <u>50</u> Marks

VEER NARMAD SOUTH GUJARAT UNIVERSITY, SURAT
SYLLABUS

Program Name	Master of Arts in Public Administration M.A. (P. A.)								
Semester	IV								
NCrF Credit Level	6.5/7.0								
Course Type	Major								
Course Subtype	NIL								
Subject Type	Discipline Specific								
Course Code	HRMM 609 – 4C								
Course Level	500-599								
Course Title	Human Resource Management & Industrial Relations								
Credit	Theory:	4	Practical:	0	Total:	4			
Effective From	Academic Year : 2026-2027								
Course Outcomes	<p>CO1 - Explain to students the fundamentals of Human Resources Management, including HR planning, recruitment, selection, appointment and promotion.</p> <p>CO2 - Describe to students the processes of job description, job analysis, job evaluation and performance appraisal.</p> <p>CO3 - Enable students to apply employee management strategies through case studies and practical exercises that require them to use capacity-building techniques, ensure workplace health and safety, manage organizational change and enhance employee motivation and morale.</p> <p>CO4 - Guide students to analyze the need for industrial relations by examining grievance management procedures such as redressal and discipline enforcement.</p> <p>CO5 - Encourage students to evaluate industrial disputes by exploring their causes, prevention and settlement.</p> <p>CO6 - Design a critical evaluation of the legal framework governing industrial relations by analyzing the role of trade unions and the overarching regulatory structure.</p>								
Mapping between Cos and PSOs		PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7	PSO8
	CO1								
	CO2								
	CO3								
	CO4								
	CO5								
	CO6								
Course Content	<p>Unit – 1 Introduction to Human Resources Management Human Resources management importance and scope, Manpower Planning, Classification, Recruitment, Selection and Promotion</p>								

	<p>Unit – 2 Training and Development Training, Capacity Building, Institutional Building, Performance Evaluation, Human Resource Accounting and Audit</p> <p>Unit – 3 Industrial Relations Industrial Relations Overview, Industrial Dispute Causes and Prevention and Settlement Machinery, Meaning and Nature of Grievance - Grievance Redressal Procedure - Discipline and its Enforcement.</p> <p>Unit – 4 Legal provisions Legal framework of Industrial Relations- Trade Unions and Industrial Relations.</p>
Reference Books	<p>References</p> <ol style="list-style-type: none"> 1. Nath Linda Maund, Introduction to Human Resources Management, Palgrave, Suffolk 2. Rao V. S. P., Human Resources Management, Excel, New Delhi, latest Edition. 3. Bohlander George W. and Scott A. Snell, Principles of Human Resource Management, Cengage, 2013 4. Ashwathappa K. and Dash Sadhna, Human Resource Management, McGraw Hill Education PVT. LTD., Uttar Pradesh, 2023 5. Prasad L. M., Human Resource Management, Sultan Chand & Sons, 2007 6. Sharma A. N., Industrial Relations, Himalaya, Mumbai 2002 7. Ghosh B., Industrial Relations in Developing Economy, Himalaya, Mumbai, 2001 8. Subramani and Shah A., HRM and Industrial Relations, Himalaya, 2001 <p>E learning Sources</p> <ol style="list-style-type: none"> 1. Meaning, Nature, Scope and Significance of Human Resource Management https://egyankosh.ac.in/bitstream/123456789/25747/1/Unit-1.pdf 2. Introduction to HRM: Meaning, Definition, Scope, Objectives and Functions of Human Resource Management. https://ebooks.inflibnet.ac.in/mgmt01/chapter/introduction-to-hrm-meaning-definition-scope-objectives-and-functions-of-human-resource-management/
Teaching Methodology	Classwork, Discussion, Self-Study, Seminars Assignment
Evaluation Method	Internal Assessment : <u>50</u> Marks External Assessment : <u>50</u> Marks

VEER NARMAD SOUTH GUJARAT UNIVERSITY, SURAT

SYLLABUS

Program Name	Master of Arts in Public Administration M.A. (P. A.)								
Semester	IV								
NCrF Credit Level	6.5/7.0								
Course Type	Major								
Course Subtype	NIL								
Subject Type	Discipline Specific								
Course Code	RMM 610 – 4C								
Course Level	500-599								
Course Title	Research Methodology								
Credit	Theory:	4	Practical:	0	Total:	4			
Effective From	Academic Year : 2026-2027								
Course Outcomes	<p>CO1: Explain the fundamental concepts, types and philosophical foundations of quantitative and qualitative research and describe the major steps involved in social science research.</p> <p>CO2: Identify and formulate research problems, hypotheses, variables, sampling methods and research designs suitable for public administration research.</p> <p>CO3: Apply appropriate data collection methods such as observation, questionnaires, interviews and secondary source analysis in social science research.</p> <p>CO4: Analyze data using measures of central tendency, measures of dispersion and basic statistical tools relevant to public administration research.</p> <p>CO5: Demonstrate proficiency in report formatting, research documentation, referencing styles (MLA, APA) and the use of computers/software in social science research</p> <p>CO6: Apply ethical principles, citation norms and responsible conduct in the preparation of research reports in public administration.</p>								
Mapping between Cos and PSOs		PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7	PSO8
	CO1								
	CO2								
	CO3								
	CO4								
	CO5								
	CO6								
Course Content	<p>Unit – 1 Introduction to Research Methodology</p> <p>Introduction to Research: Meaning, objectives, Characteristics of Research, Research Philosophy, Epistemology and Ontology, Positivism, Post-Positivism and Interpretivism, Research Process, Types of research.</p>								

	<p>Unit – 2 Research Methodology & Research Design Identifying research gaps, defining the scope and formulation of research questions. Hypothesis, Types of hypotheses (Null vs. Alternative), Literature Review, Types of Research Design, Sampling and Techniques of Sampling (probability & non probability), Variables- Types of Variables, Scaling, Types and Techniques of Scaling.</p> <p>Unit – 3 Data Collection and Analysis Primary and Secondary Sources of Data Collection, Editing, Coding, Classification, and Tabulation of Data. Measures of Central Tendency (Mean, Median, Mode) and Dispersion (Standard Deviation, Variance), Inferential Statistics (Hypothesis Testing), Parametric Tests: t-test, z-test, ANOVA (F-test), Non-Parametric Tests: Chi-Square test, Correlation and Regression analysis (Linear and Multiple). Introduction to data analysis tools like SPSS, R and Excel for Social Science Research.</p> <p>Unit – 4 Research Report Writing Ethics in Research, Preliminary pages (Title, Abstract, Table of Contents), Main body (Introduction, Literature Review, Methodology, Results, Discussion, Conclusion), Referencing and Citation Styles: Mastery of major styles (APA, MLA, Harvard, Chicago) and Introduction to reference management tools (Mendeley, Zotero).</p>
Reference Books	<p>References</p> <ol style="list-style-type: none"> 1. Pradip Kumar Bose Research Methodology, ICSSR, New Delhi 2. वीरेन्द्र प्रकाश शर्मा Research Methodology, पंचशील प्रकाशन 3. Kothari, C. R. Research Methodology: Methods and Techniques 4. Ahuja, Ram Research Methods, Rawat Publications, 2003 5. P. N. Mukherjee Methodology in Social Research 6. B. N. Ghosh Scientific Method and Social Research 7. S. R. Bajpai Methods of Social Survey and Research 8. सी. आर. कोठारी शोध पद्धति, Vision IAS <p>E learning Sources</p> <ol style="list-style-type: none"> 1. Research Methodology – Concepts & Research Design https://egyankosh.ac.in/handle/123456789/56766 2. Sampling, Hypothesis & Tools of Research https://egyankosh.ac.in/handle/123456789/56769 3. Quantitative & Qualitative Methods https://egyankosh.ac.in/handle/123456789/56772 4. Data Analysis & Report Writing https://egyankosh.ac.in/handle/123456789/56775
Teaching Methodology	Classwork, Discussion, Self-Study, Seminars and/or Assignment
Evaluation Method	Internal Assessment : <u>50</u> Marks External Assessment : <u>50</u> Marks

**VEER NARMAD SOUTH GUJARAT UNIVERSITY, SURAT
SYLLABUS**

Program Name	Master of Arts in Public Administration M.A. (P. A.)								
Semester	IV								
NCrF Credit Level	6.5/7.0								
Course Type	Major/VC								
Course Subtype	NIL								
Subject Type	Discipline Specific								
Course Code	PRVM 611 – 4C								
Course Level	500-599								
Course Title	Public Relations								
Credit	Theory:	2	Practical:	2	Total:	4			
Effective From	Academic Year : 2026-2027								
Course Outcomes	<p>CO1 - Define and explain the concept, evolution and scope of Public Relations and differentiate PR from advertising, publicity and propaganda.</p> <p>CO2 - Describe and interpret major PR theories and communication models with reference to practical media relations tools.</p> <p>CO3 - Use press releases, press kits, media interviews and digital/social media tools to perform Public Relations activities.</p> <p>CO4 - Analyze government and political communication including functions of PIB, BOC (formerly DAVP), Prasar Bharati and public diplomacy.</p> <p>CO5 – Evaluate ethical, constitutional and media law compliance in PR practices across government, corporate and NGO sectors.</p> <p>CO6 – Design strategic PR campaigns, crisis communication methods and reputation management plans based on public opinion research.</p>								
Mapping between Cos and PSOs		PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7	PSO8
	CO1								
	CO2								
	CO3								
	CO4								
	CO5								
	CO6								
Course Content	<p>Unit – 1 Introduction to Public Relations PR: Concept, Meaning, Evolution, Differences: PR vs Advertising vs Publicity vs Propaganda, Importance of PR: Government, Corporate, NGOs, PR Ethics, Professional Standards, Code of Conduct, Role of PR in Democratic Societies.</p> <p>Unit – 2 PR Theories and Communication Models Systems Theory, Situational Theory of Publics, Excellence Theory, Communication Models: Shannon & Weaver, Schramm, Lasswell, Image Building and Impression Management, Press Releases, Press Kits, Press Notes, Media Conferences & Briefings, Interviews, Backgrounders, Digital PR Tools: Websites, Blogs, Podcasts, Social Media PR: Twitter, Instagram and LinkedIn.</p>								

	<p>Unit – 3 Government & Political Public Relations Public Information Campaigns, Government Media Units: PIB, (Press Information Bureau) DAVP (Directorate of Advertising and Visual Publicity), Prasar Bharati, Political Communication & Election Campaigns, Public Diplomacy and Nation Branding, Citizen Engagement & E-Governance.</p> <p>Unit – 4 Public Opinion The psychological factors that affect the perception of the public, Public Relations Campaigns (Planning and Execution), Ethics, Constitution and Media Laws, Crisis Communication and Reputation Management, Public Relations in the Private and Public Sector.</p>
Reference Books	<p>References</p> <ol style="list-style-type: none"> 1. Public Relations: Principles and Practice- C.S. Rayudu 2. Public Relations Today - Subhash C. Dey 3. Public Relations in India - J. V. Vilanilam 4. Modern Public Relations - Saklani 5. Digital Governance in India - Pavan Duggal 6. Digital and Social Media Marketing - Subhajit Basu 7. Ethics in Public Relations - Kathy Fitzpatrick & Carolyn Bronstein 8. Media Law and Ethics - Dr. B.N. Mishra 9. Corporate Communication: Principles and Practices - Jaishri Jethwaney 10. Krishnamurthy, R., & Sriramesh, K. (2007). Public Relations in India: A Reader. New Delhi: Sage Publications India. 11. Cutlip, S. M., Center, A. H., & Broom, G. M. (2006). Effective Public Relations (9th ed.). Boston, MA: Pearson Education. 12. Wilcox, D. L., Ault, P. H., & Agee, W. K. (2015). Public Relations: Strategies and Tactics (11th ed.). Boston, MA: Pearson. 13. Jain, A. K. (1999). Public Relations in Government. New Delhi: Deep & Deep Publications. 14. Kaul, J. M. (2011). Nayi Patrakarita aur Jansampark (Hindi ed.). New Delhi: Surjeet Publications. <p>E learning Sources</p> <ol style="list-style-type: none"> 1. Public Relations: Concepts & Principles, https://www.egyankosh.ac.in/bitstream/123456789/108037/1/Unit-2.pdf 2. Basics Of Public Relation, https://www.fimt-ggsipu.org/study/bjmc204new.pdf 3. Origins and Evolution of PR, https://pressbooks.bccampus.ca/publicrelations/chapter/chapter-2/ 4. Chapter 3: Theories and Models of PR, https://pressbooks.bccampus.ca/publicrelations/chapter/chapter-3/ 5. Theoretical Basis for PR, https://www.scribd.com/document/858766478/Theoretical-basis-for-PR 6. Political Pr and State Markets Communications, https://www.egyankosh.ac.in/bitstream/123456789/108052/1/Unit- 14.pdf
Teaching Methodology	Classwork, Discussion, Case Studies, Media Analysis, Self-Study, Seminars and Assignment
Evaluation Method	Internal Assessment : <u>50</u> Marks External Assessment : <u>50</u> Marks

VEER NARMAD SOUTH GUJARAT UNIVERSITY, SURAT
SYLLABUS

Program Name	Master of Arts in Public Administration, M.A. (P.A.)								
Semester	IV								
NCrF Level	6.5/7.0								
Course Type	SEC								
Course Subtype	NIL								
Subject Type	Discipline Specific								
Course Code	SEC 612 – 4C								
Course Level	500-599								
Course Title	Disaster Management								
Credit	Theory:	2	Practical:	0	Total:	2			
Effective From	Academic Year: 2026-2027								
Course Outcomes	<p>CO1: Explain to students the concepts of vulnerability and disaster by differentiating between natural and man-made disasters.</p> <p>CO2: Enable students to discuss the causes, effects and practical examples of vulnerability and disasters.</p> <p>CO3: Enable students to analyze risk and vulnerability in disaster scenarios by applying risk assessment methods, risk reduction strategies and strategic interventions.</p> <p>CO4: Guide students in designing disaster preparedness plans by integrating elements such as planning, early warnings, safety measures and the roles of information, education, communication, training, IT, engineers, government and NGOs.</p> <p>CO5: Enable students to evaluate disaster response plans by examining plan activation, search and rescue, evacuation, logistics and the management of psychological and medical health.</p> <p>CO6: Facilitate students in developing post-disaster management strategies by critically assessing relief, recovery, rehabilitation, reconstruction efforts and long-term counter-disaster planning with a focus on psychosocial, health and sustainable livelihood aspects.</p>								
Mapping between Cos and PSOs		PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7	PSO8
	CO1								
	CO2								
	CO3								
	CO4								
	CO5								
	CO6								
Course Content	<p>Unit – I Introduction to Disaster Management</p> <p>Definitions and distinctions between Hazard, Risk, Vulnerability, Resilience and Disaster, Types of Disaster, Disaster Management Cycle.</p>								

	<p>Unit – II Institutional Frame Work of Disaster National Framework: The Disaster Management Act, 2005, National Policy on Disaster Management (2009), Institutional Hierarchy: Functions and roles of the National Disaster Management Authority (NDMA), State Disaster Management Authorities (SDMAs), District Disaster Management Authorities (DDMAs) and National Institute of Disaster Management (NIDM), Executive & Field Forces: Role of the National Disaster Response Force (NDRF), Armed Forces, Civil Defence and Fire Services.</p> <p>Unit – III Disaster Forecasting Early Warning Systems (EWS): Seismic monitoring, meteorological forecasting, and communication channels for timely dissemination, Capacity Building, Community-Based Disaster Risk Reduction (CBDRR): Utilizing indigenous and localized knowledge for community preparedness.</p> <p>Unit – IV Disaster Preparedness and Response Modern Technological Tools: Geographic Information Systems (GIS) and Remote Sensing for hazard mapping and risk assessment, Emergency Planning and Logistics: Evacuation strategies, Incident Command Systems (ICS), humanitarian aid coordination, temporary shelter setups, and mass casualty management, Psychosocial Support: Trauma and stress management for survivors and emergency responders; community resilience building, Role of Voluntary organization and Media in Disaster Management.</p>
Reference Books	<p>References</p> <ol style="list-style-type: none"> 1. Dr. Mrinalini Pandey, Disaster Management, Wiley India Pvt. Ltd. 2. Tushar Bhattacharya, Disaster Science and Management, McGraw Hill Education (India) Pvt. Ltd. 3. Jagbir Singh, Disaster Management: Future Challenges and Opportunities, K. W. Publishers Pvt. Ltd. 4. Singhal J. P., Disaster Management, Laxmi Publications. 5. Shukla Shailesh, Shamna Hussain, Biodiversity, Environment and Disaster Management, Unique Publications. 6. Rajan C. K., Navale Pandharinath, Earth and Atmospheric Disaster Management: Nature and Manmade, B. S. Publication. 7. Goel, S.L. (2006). “Disaster Preparedness with Relevance to Housing, Infrastructure and Livestock.” 8. Alexander, D. (2002). Principles of Emergency Planning and Management. Harpended: Terra Publishing. 9. Davis, L. (2008). Natural Disasters. New York: Checkmark Books. 10. Singh, Shailendra K., Kundu, Subhash C., Singh Shobha (1998) - “Disaster Management”, Mittal Publications, New Delhi, India 11. રમણીકલાલ જે. યાદવ (૨૦૦૧) - “ડિઝાસ્ટર મેનેજમેન્ટ”, નવભારત સાહિત્ય મંદિર, ૧૩૪ પ્રિન્સેસ સ્ટ્રીટ મુંબઈ & દેરાસર પાસે, ગાંધી રોડ, અમદાવાદ <p>E learning Sources</p> <ol style="list-style-type: none"> 1. Disaster Management: Introduction, https://www.egyankosh.ac.in/handle/123456789/56108 2. Natural and Man-Made Disasters, https://www.egyankosh.ac.in/bitstream/123456789/56090/1/B-1U-3.pdf 3. Disaster Profile of India, https://www.egyankosh.ac.in/bitstream/123456789/56085/1/B-1U-4.pdf

	<p>4. Disaster Management: Concepts and Institutional Framework, https://www.egyankosh.ac.in/handle/123456789/56152</p> <p>5. Disaster Management Acts, https://www.egyankosh.ac.in/bitstream/123456789/56149/1/B-2U-5.pdf</p> <p>6. Disaster Relief and Response, https://www.egyankosh.ac.in/bitstream/123456789/56132/1/B-2U-7.pdf</p> <p>7. Interrelationship Between Disaster and Development, https://www.egyankosh.ac.in/handle/123456789/56156</p>
Teaching Methodology	Classwork, Discussion, Self-Study, Seminars and Assignment
Evaluation Method	Internal Assessment: <u>50</u> Marks External Assessment: <u>50</u> Marks

FOUNDATIONAL AND ADVANCED RESEARCH METHODOLOGY COURSE

VEER NARMAD SOUTH GUJARAT UNIVERSITY, SURAT									
SYLLABUS									
Program Name	Master of Arts in Public Administration, M.A. (P.A.)								
Semester	1								
NCrF Credit Level	6.0/6.5/7.0								
Course Type	Course Work								
Course Subtype	Employability / Skill Development								
Subject Type	Intra-disciplinary								
Course Code	FRM (PA)								
Course Level	2 nd Year - 500-599								
Course Title	Foundations and Design of Research								
Credit	Theory:	4	Practical:	0	Total:	4			
Effective From	Academic Year: 2026-2027								
Course Outcomes	<p>CO1: Understand the meaning, objectives, types and significance of research and develop basic conceptual and analytical clarity about the research process.</p> <p>CO2: Identify and formulate research problems, research questions and hypotheses through systematic literature review and gap analysis.</p> <p>CO3: Apply appropriate research designs, methods and variables (qualitative, quantitative, mixed methods) to administrative and public policy studies.</p> <p>CO4: Develop skills in data understanding and basic data analytics (descriptive, diagnostic, predictive, prescriptive) for evidence-based decision-making.</p> <p>CO5: Examine issues of validity, reliability, ethics and integrity in research, including plagiarism, publication ethics and responsible authorship.</p> <p>CO6: Enable students to design and conduct independent, ethical and policy-relevant research contributing to governance, administration and public service delivery.</p>								
Mapping between Cos and PSOs		PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7	PSO8
	CO1								
	CO2								
	CO3								
	CO4								
	CO5								
	CO6								
Course Content	<p>Unit I: Introduction to Research</p> <p>Meaning, Objectives, Significance and Characteristics of Research, Types of Research, Research Process and the role of induction and deduction.</p>								

	<p>Unit II: Problem Formulation and Literature Review Identifying and defining a research problem and formulating research questions. Importance and methods of literature review using primary and secondary sources, databases and web sources, Identifying research gaps and formulating hypotheses (null and alternative).</p> <p>Unit III: Research Design Concept, Importance and Features of a good research design. Exploratory, Descriptive and Experimental research designs, including variables (independent and dependent), Validity and reliability in research design.</p> <p>Unit IV: Ethics in Research Intellectual honesty and Research integrity, Scientific Misconducts: Falsification, Fabrication and Plagiarism (FFP), Publication Ethics, Authorship Issues and Managing conflicts of interest.</p>
Reference Books	<ol style="list-style-type: none"> 1. C.R. Kothari & Gaurav Garg- Research Methodology: Methods and Techniques, New Age International Publishers 2. O.R. Krishnaswami & M. Ranganatham- Methodology of Research in Social Sciences, Himalaya Publishing House 3. Ranjit Kumar- Research Methodology: A Step-by-Step Guide for Beginners, SAGE Publications 4. Goode, W.J. & Hatt, P.K.- Methods in Social Research, McGraw Hill 5. John W. Creswell- Research Design: Qualitative, Quantitative and Mixed Methods Approaches, SAGE Publications
Teaching Methodology	Classwork, Discussion, Self-Study, Seminars and Assignment
Evaluation Method	Internal Assessment: <u>50</u> Marks External Assessment: <u>50</u> Marks

VEER NARMAD SOUTH GUJARAT UNIVERSITY, SURAT
SYLLABUS

Program Name	Master of Arts in Public Administration, M.A. (P.A.)									
Semester	2									
NCrF Credit Level	6.0/6.5/7.0									
Course Type	Course Work									
Course Subtype	Employability / Skill Development									
Subject Type	Intra-disciplinary									
Course Code	TRM (PA)									
Course Level	2 nd Year - 500-599									
Course Title	Research Methods and Data Collection									
Credit	Theory:	4	Practical:		Total:	4				
Effective From	Academic Year: 2026-2027									
Course Outcomes	<p>CO1: Understand the basic concepts, characteristics and relevance of qualitative and quantitative research methods.</p> <p>CO2: Apply appropriate qualitative research approaches such as case studies and historical analysis in social science research.</p> <p>CO3: Use quantitative research methods, survey designs and basic statistical tools for empirical analysis.</p> <p>CO4: Understand measurement scales and apply suitable sampling techniques for data collection.</p> <p>CO5: Identify and use appropriate data collection tools and techniques from primary and secondary sources.</p> <p>CO6: Develop the ability to design systematic, ethical and methodologically sound research studies relevant to public administration and governance.</p>									
Mapping between Cos and PSOs		PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7	PSO8	
	CO1									
	CO2									
	CO3									
	CO4									
	CO5									
	CO6									
Course Content	<p>Unit I: Qualitative Research Methods</p> <p>Concept and Characteristics of Qualitative Research, Methods such as case studies, ethnographic research, grounded theory and historical research, Designing qualitative studies: subjectivity, objectivity, reflexivity and triangulation.</p>									

	<p>Unit II: Quantitative Research Methods Concept and characteristics of quantitative research, Survey methods and designs, Business Statistics: Probability, Correlation & Regression, ANOVA, Chi-square, Experimental designs: true experimental and quasi-experimental designs.</p> <p>Unit III: Measurement and Sampling Levels of measurement: nominal, ordinal, interval and ratio scales, Concept of population, sample, sampling unit and sampling frame, Probability and non-probability sampling techniques.</p> <p>Unit IV: Data Collection Tools and Techniques Sources of data: primary and secondary, Methods: observation, questionnaire and schedule, interview and focus group, Role of libraries and the internet in data collection.</p>
Reference Books	<ol style="list-style-type: none"> 1. John W. Creswell- Research Design: Qualitative, Quantitative and Mixed Methods Approaches, SAGE Publications 2. Alan Bryman- Social Research Methods, Oxford University Press 3. Earl Babbie- The Practice of Social Research, Cengage Learning 4. Ranjit Kumar- Research Methodology: A Step-by-Step Guide for Beginners, SAGE Publications 5. K.N. Nagarajan- Research Methodology for Social Sciences, New Age International 6. Gupta & Gupta- Business Statistics, Sultan Chand & Sons 7. Uwe Flick- An Introduction to Qualitative Research, SAGE Publications 8. C.R. Kothari & Gaurav Garg- Research Methodology: Methods and Techniques, New Age International Publishers
Teaching Methodology	Classwork, Discussion, Self-Study, Seminars and Assignment
Evaluation Method	Internal Assessment: <u>50</u> Marks External Assessment: <u>50</u> Marks

VEER NARMAD SOUTH GUJARAT UNIVERSITY, SURAT
SYLLABUS

Program Name	Master of Arts in Public Administration, M.A. (P.A.)									
Semester	3									
NCrF Credit Level	6.0/6.5/7.0									
Course Type	Course Work									
Course Subtype	Employability / Skill Development									
Subject Type	Intra-disciplinary									
Course Code	ARM (PA)									
Course Level	2 nd Year - 500-599									
Course Title	Data Analysis, Reporting and Publication									
Credit	Theory:	4	Practical:	0	Total:	4				
Effective From	Academic Year: 2026-2027									
Course Outcomes	<p>CO1: Understand basic techniques of quantitative and qualitative data analysis used in social science research.</p> <p>CO2: Apply descriptive and inferential statistical tools for hypothesis testing and data validation.</p> <p>CO3: Use basic research software tools for analyzing research data.</p> <p>CO4: Interpret research findings by linking results with existing theories and literature.</p> <p>CO5: Develop skills in technical writing, referencing and structuring research reports or dissertations.</p> <p>CO6: Demonstrate ability to present, disseminate and publish research ethically, with awareness of IP and publication standards.</p>									
Mapping between Cos and PSOs		PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7	PSO8	
	CO1									
	CO2									
	CO3									
	CO4									
	CO5									
	CO6									
Course Content	<p>Unit I: Data Analysis</p> <p>Validation of data, Overview of statistical analysis techniques for quantitative data, Descriptive Analysis: Mean, Median, Standard deviation, Inferential Statistics, Hypothesis testing, Techniques for analyzing qualitative data (e.g.,</p>									

	<p>thematic analysis), Introduction to relevant software for data analysis (e.g., SPSS, NVivo).</p> <p>Unit II: Interpretation and Discussion Interpretation of results and drawing conclusions, Relating findings to existing Literature and theory, acknowledging limitations and suggesting future research directions.</p> <p>Unit III: Technical Writing and Reporting Structure and format of a research report, thesis, or dissertation, Style of referencing and bibliography (e.g., APA, MLA), Writing an effective introduction, abstract and discussion section.</p> <p>Unit IV: Presentation and Dissemination Techniques for effective technical presentations, Understanding intellectual property (IP) issues, navigating the publication process, including open access and identifying predatory publishers.</p>
Reference Books	<ol style="list-style-type: none"> 1. Babbie, E. - The Practice of Social Research, Cengage. 2. Field, A. - Discovering Statistics Using SPSS, Sage. 3. Bryman, A. & Bell, E. – Business Research Methods, Oxford University Press. 4. Punch, K.F. - Introduction to Social Research: Quantitative and Qualitative Approaches, Sage. 5. Neuman, W.L. - Social Research Methods: Qualitative and Quantitative Approaches, Pearson. 6. Creswell, J.W. & Creswell, J.D. - Research Design: Qualitative, Quantitative and Mixed Methods Approaches, Sage. 7. Leedy, P.D. & Ormrod, J.E. - Practical Research: Planning and Design, Pearson. 8. C.R. Kothari & Gaurav Garg- Research Methodology: Methods and Techniques, New Age International Publishers
Teaching Methodology	Classwork, Discussion, Self-Study, Seminars and Assignment
Evaluation Method	Internal Assessment: <u>50</u> Marks External Assessment: <u>50</u> Marks