



MUSLIM ARTS COLLEGE

(Accredited by NAAC with B+ grade & Affiliated to ManonmaniamSundaranar University,
Tirunelveli; Recognized US 2(f) 12 (B) of UGC Act.)

Thiruvithancode, Kanyakumari District, Tamil Nadu - 629174.

DEPARTMENT OF PUBLIC ADMINISTRATION

CBCS SYLLABUS

Learning Outcome-based Curriculum Framework for

PUBLIC ADMINISTRATION (M.A.)

*Applicable for students admitted from June 2026 as per the Resolutions of the Academic Council Meeting held
on 01.06.2026*

Vision

- To promote effective governance, transformation, and best practices in public administration through quality education

Mission

- To promote good governance, accountability, and transparency
- To provide quality education in administration and management
- To prepare students for civil services and public sector careers
- To develop leadership and decision-making skills
- To encourage ethical and responsible public service

Academic and Professional Attributes of the Graduates

1. Advanced Disciplinary Knowledge

Demonstrate comprehensive knowledge of public administration, governance, public policy, public finance, administrative theories, human resource management, and contemporary administrative practices.

2. Critical Thinking and Problem Solving

Analyse administrative, political, and governance issues critically, evaluate public policies, and develop innovative and evidence-based solutions to complex public administration challenges.

3. Research and Analytical Skills

Apply qualitative and quantitative research methods, data analysis techniques, and academic writing skills to undertake independent research and contribute to policy formulation and administrative reforms.

4. Professional Competence

Develop managerial, organizational, and decision-making competencies required for effective public administration, public service delivery, project management, and institutional governance.

5. Communication and Interpersonal Skills

Communicate effectively through oral, written, and digital modes, preparing professional reports, policy briefs, project proposals, and administrative documents while engaging with diverse stakeholders.

6. Ethical Leadership and Social Responsibility

Demonstrate integrity, accountability, transparency, ethical decision-making, and a commitment to social justice, inclusiveness, and sustainable public service.

7. Digital and Technological Competence

Utilize digital technologies, e-governance platforms, information systems, and data management tools to enhance administrative efficiency, transparency, and citizen-centric governance.

8. Leadership and Governance

Exhibit leadership qualities, strategic planning, teamwork, conflict resolution, and administrative skills necessary for effective governance and organizational management in public and non-governmental sectors.

9. Global Perspective and Public Policy Awareness

Understand national and international administrative systems, public policies, governance models, and sustainable development goals while appreciating global best practices in public administration.

10. Lifelong Learning and Professional Development

Cultivate a commitment to continuous learning, professional excellence, adaptability, and

lifelong skill development to meet the evolving demands of public administration, governance, research, and public service.

PROGRAMME EDUCATIONAL OBJECTIVES (PEOs)

PEOs	Upon completion of the M.A. Public Administration Degree Programme, graduates are expected to	Mapping with Mission
PEO1	Demonstrate advanced knowledge of public administration, governance, public policy, public finance, administrative theories, and management for effective public service.	M1 & M2
PEO2	Apply critical thinking, research skills, and analytical abilities to address administrative, governance, and public policy challenges with innovative solutions.	M2 & M4
PEO3	Exhibit ethical leadership, accountability, transparency, and professional competence while serving government, public, and non-governmental organizations.	M1,M4 &M5
PEO4	Pursue lifelong learning, professional development, and continuous capacity building to contribute effectively to governance, public administration, and civil services.	M3,M4& M5

Programme Outcomes (POs)

POs	Upon completion of the M.A. Public Administration Degree Programme, students will be able to	Mapping with PEOs
PO1: Advanced Disciplinary Knowledge	Demonstrate comprehensive knowledge of public administration, governance, public policy, administrative theories, public finance, and organizational management.	PEO1
PO2: Critical Thinking	Critically analyse administrative systems, governance practices, public policies, and institutional issues using appropriate analytical approaches.	PEO1, PEO2
PO3: Problem Solving	Develop practical and innovative solutions to administrative, organizational, and public policy challenges through evidence-based decision-making.	PEO2, PEO3
PO4: Research and Analytical Skills	Apply qualitative and quantitative research methods to investigate administrative issues and formulate policy recommendations.	PEO2
PO5: Professional Competence	Demonstrate managerial, leadership, planning, financial, and organizational skills required for effective public administration and governance.	PEO1, PEO3
PO6: Digital and Technological Competence	Utilize digital governance tools, information systems, e-governance platforms, and modern technologies to improve public administration and service delivery.	PEO3
PO7: Ethical Leadership and Social Responsibility	Uphold ethical values, accountability, transparency, inclusiveness, and social responsibility in administrative and governance practices.	PEO3, PEO4

PO8: Communication and Interpersonal Skills	Communicate effectively through oral, written, and digital modes while preparing reports, policy briefs, and administrative documents and working collaboratively.	PEO1, PEO4
PO9: Global Perspective and Public Policy Awareness	Evaluate national and international governance systems, public policies, and sustainable development initiatives from a global perspective.	PEO2, PEO4
PO10: Lifelong Learning	Engage in continuous professional development, reflective learning, and self-improvement to meet emerging challenges in public administration and governance.	PEO4

Programme Specific Outcomes (PSOs)

PSOs	Upon completion of the M.A. Public Administration Degree Programme, students will be able to:	Mapping with POs
PSO1	Demonstrate advanced knowledge of public administration, governance, public policy, constitutional framework, and administrative institutions for effective public service.	PO1, PO2, PO5
PSO2	Apply administrative theories, policy analysis, financial management, and human resource management principles to improve governance and organizational performance.	PO2, PO3, PO5, PO8
PSO3	Design and undertake research in public administration using appropriate research methodologies, statistical tools, and policy analysis techniques.	PO4, PO6, PO10
PSO4	Utilize e-governance technologies, digital administration, and modern management practices to enhance transparency, accountability, and citizen-centric service delivery.	PO5, PO6, PO7
PSO5	Demonstrate ethical leadership, decision-making, communication, teamwork, and problem-solving skills for careers in civil services, public sector organizations, NGOs, and academia.	PO3, PO5, PO7, PO8, PO10
PSO6	Evaluate contemporary governance challenges, public sector reforms, and sustainable development initiatives from national and global perspectives while promoting social justice and inclusive governance.	PO2, PO7, PO9, PO10

Mapping of Programme Outcomes (POs) and Programme Specific Outcomes (PSOs)

POs / PSOs	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6
PO1: Advanced Disciplinary Knowledge	3	2	1	2	2	1
PO2: Critical Thinking	3	3	2	2	2	3
PO3: Problem Solving	2	3	2	2	3	2
PO4: Research and Analytical Skills	2	2	3	2	2	2
PO5: Professional Competence	3	3	2	3	3	2
PO6: Digital and Technological Competence	1	2	3	3	2	2
PO7: Ethical Leadership and Social Responsibility	2	2	2	3	3	3
PO8: Communication and Interpersonal Skills	2	3	2	2	3	2
PO9: Global Perspective and Public Policy Awareness	2	2	2	2	2	3
PO10: Lifelong Learning	2	2	3	2	3	3

●3 – High Correlation

●2 – Moderate Correlation

●1 – Low Correlation

COURSES OFFERED

SEMESTER I

Part	Course Code	Title of the Course	Credits	Hours / Week
Core-I	NMPA11	Administrative Theories and Principles	5	6
Core-II	NMPA12	Indian Constitution And Administrative System	5	6
Core- III	NMPA13	Political Science: Concepts And Principles	4	6
Elective I	NEPA11	Public Enterprises And Corporate Governance	3	6
Elective II	NEPA12	Social Entrepreneurship	3	6
Total			20	30

SEMESTER I

CORE COURSE I: ADMINISTRATIVE THEORIES AND PRINCIPLES

Subject Code	Category	L	T	P	S	Credits	Inst. Hours	Marks		
								CIA	External	Total
NMPA11	Core	Y	Y	-	-	5	6	25	75	100

Learning Objectives

The course aims to:

1. To identify the important elements of Public Administration
2. To demonstrate how the principles enable efficient and effective public services.
3. To analyse the basic concepts and dynamics relating to public organization.
4. To depict the importance of human and financial resources for Public Administration.
5. To evaluate the various control mechanisms in Public Administration.

Course Outcomes (COs)

Upon successful completion of the course, students will be able to:

CO No.	Course Outcomes	BT Level
CO1	To recognise the concepts related to principles of administration.	K1
CO2	To analyse the effective application of principles and approaches to diagnose and solve organizational problems and develop optimal managerial decisions.	K4
CO3	To be familiar with the dynamics of organization, management and administration.	K2
CO4	To exhibit the new horizons of Public Administration.	K5
CO5	To gauge the gap between theory and practice in Public Administration.	K6

Bloom's Taxonomy Levels

K1 – Remember, K2 – Understand, K3 – Apply, K4 – Analyse, K5 – Evaluate, K6 – Create

Course Content

Units	Contents	No. of Hours
I	Evolution of Administrative Thought: Meaning, Nature and Scope of Public Administration, Evolution of Administrative Theory Classical, Neo-Classical and Modern Approaches, Public and Private Administration, New Public Administration (NPA), New Public Management (NPM) and New Public Governance (NPG).	18
II	Classical Administrative Theories: Scientific Management Theory – F.W. Taylor, Administrative Management Theory – Henri Fayol, Bureaucratic Theory – Max Weber, POSDCORB – Luther Gulick and Lyndall Urwick Principles of Administration and their Relevance.	18
III	Behavioural and Human Relations Theories: Human Relations Theory – Elton Mayo, Behavioural Approach – Herbert A. Simon, Decision-Making Theory, Chester I. Barnard's Cooperative Systems Theory, Motivation and Leadership in Administration.	18
IV	Modern Administrative Theories: Systems Theory – Ludwig von Bertalanffy, Structural-Functional Approach – Fred W. Riggs, Contingency Theory, Ecological Approach to Public Administration, Comparative Public Administration.	18
V	Contemporary Administrative Principles: Good Governance, Ethics and Accountability in Public Administration, Citizen-Centric Administration, E-Governance and Digital Administration, Administrative Reforms and Emerging Trends in Public Administration.	18
	Total	90

S. No.	Text Book
1	Avasthi, A., & Maheshwari, S. R. (2020). <i>Public Administration</i> . Lakshmi Narain Agarwal.
2	Basu, R. (2021). <i>Public Administration: Concepts and Theories</i> . Sterling Publishers.
3	Bhattacharya, M. (2018). <i>New Horizons of Public Administration</i> . Jawahar Publishers.
S. No.	Reference Books
1	Mohit Bhattacharya. (2020). <i>Public Administration: Structure, Process and Behaviour</i> . World Press.
2	Prasad, R., Prasad, V. S., Satyanarayana, P., & Mahajan, V. S. (2019). <i>Administrative Thinkers</i> . Sterling Publishers.
3	Sharma, M. P., & Sadana, B. L. (2021). <i>Public Administration in Theory and Practice</i> . Kitab Mahal.
4	Nicholas Henry. (2021). <i>Public Administration and Public Affairs</i> (14th ed.). Routledge.

5	Denhardt, R. B., Denhardt, J. V., & Blanc, T. A. (2022). <i>Public Administration: An Action Orientation</i> (8th ed.). Cengage Learning.
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S. No.	Web Resources
1	https://www.britannica.com/topic/public-administration/Principles-of-public-administration
2	https://onlinecourses.swayam2.ac.in/cec22_hs03/preview

Mapping with Programme Outcomes

CO/PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	3	2	1	1	2	1	1	1	1	1
CO2	3	3	3	2	3	2	2	2	2	2
CO3	3	2	2	2	3	1	2	2	1	1
CO4	2	3	3	3	3	2	3	2	2	2
CO5	2	3	3	3	3	2	3	2	3	3

3 – Strong, 2 – Medium, 1 - Low

Mapping with Programme Specific Outcomes

CO /PO	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6
CO1	3	2	1	1	1	1
CO2	3	3	2	2	3	2
CO3	3	3	2	2	2	2
CO4	3	3	2	3	3	3
CO5	3	3	3	3	3	3
Weightage	15	14	10	11	12	11
Weighted percentage of Course Contribution to POs	3.0	2.8	2.0	2.2	2.4	2.2

3 – Strong, 2 – Medium, 1 - Low

CORE II - INDIAN CONSTITUTION AND ADMINISTRATIVE SYSTEM

Subject Code	Category	L	T	P	S	Credits	Inst. Hours	Marks		
								CIA	External	Total
NMPA12	Core	Y	Y	-	-	5	6	25	75	100

Learning Objectives

The course aims to:

1. To introduction to the discipline of Public Administration.
2. To acquaint with the main administrative ideas of major administrative thinkers
3. To classify and interpret the contributions made by these thinkers to the administrative thinking.
4. To gain deep insight and understanding about the administrative thoughts.
5. To know the administrative theories and concepts to make sense of administrative practices.

Course Outcomes

Upon successful completion of the course, students will be able to:

CO No.	Course Outcomes	BT Level
CO1	Explain the historical development, philosophy and salient features of the Indian Constitution.	K1
CO2	Analyse Fundamental Rights, Directive Principles, Fundamental Duties and constitutional amendments in the context of democratic governance.	K4
CO3	Evaluate the structure, powers and functions of the Union and State Governments and their administrative systems.	K5
CO4	Assess the role of local self-government institutions and constitutional bodies in strengthening democratic decentralization.	K6
CO5	Apply constitutional principles and administrative practices to understand governance, public policy and administrative reforms in India.	K3

Bloom's Taxonomy Levels

K1 – Remember, **K2** – Understand, **K3** – Apply, **K4** – Analyse, **K5** – Evaluate, **K6** – Create

Course Content

Units	Contents	No. of Hours
I	Indian Constitution – Evolution and Features: Historical Background of the Indian Constitution, Making of the Constitution and the Constituent Assembly, Salient Features of the Constitution, Preamble, Citizenship and Basic Structure, Union and its Territory	18
II	Fundamental Rights, Duties and Directive Principles: Fundamental Rights, Directive Principles of State Policy (DPSPs), Fundamental Duties, Right to Constitutional Remedies, Amendment Procedure and Significant Constitutional Amendments.	18
III	Union Government and Administrative System: President, Vice-President and Prime Minister, Council of Ministers and Cabinet, Parliament: Composition, Powers and Functions, Supreme Court of India	18

	Central Secretariat and Cabinet Secretariat.	
IV	Indian Administrative System and Governance: Civil Services in India: All India, Central and State Services, Union Public Service Commission (UPSC) and State Public Service Commissions (SPSC), Centre–State Relations, Constitutional and Statutory Bodies (Election Commission, Finance Commission, CAG, NITI Aayog), Administrative Reforms, E-Governance, Good Governance and Citizen-Centric Administration.	18
V	State Government and Local Administration: Governor and Chief Minister, State Legislature and Council of Ministers, High Courts, Panchayati Raj Institutions (73rd Constitutional Amendment), Urban Local Bodies (74th Constitutional Amendment)	18
	Total	90

S. No.	Text Book
1	Basu, D. D. (2023). <i>Introduction to the Constitution of India</i> (26th ed.). LexisNexis.
2	Kashyap, S. C. (2020). <i>Our Constitution: An Introduction to India's Constitution and Constitutional Law</i> . National Book Trust.
3	Laxmikanth, M. (2023). <i>Indian Polity</i> (7th ed.). McGraw Hill Education.

S. No.	Reference Books
1	Sharma, M. P., & Sadana, B. L. (2021). <i>Public Administration in Theory and Practice</i> . Kitab Mahal.
2	Avasthi, A., & Maheshwari, S. R. (2020). <i>Public Administration</i> . Lakshmi Narain Agarwal
3	Fadia, B. L., & Fadia, K. (2022). <i>Indian Government and Politics</i> . Sahitya Bhawan Publications.
4	Jain, M. P. (2022). <i>Indian Constitutional Law</i> (9th ed.). LexisNexis.
5	Government of India. (2023). <i>The Constitution of India</i> . Ministry of Law and Justice.

S. No.	Web Sources
1	https://www.tandfonline.com/loi/madt20
2	https://global.oup.com/academic/product/journal-of-public-administration-research-and-theory-14779803
3	https://onlinelibrary.wiley.com/journal/14679299

Mapping with Programme Outcomes

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	3	2	1	1	2	1	1	1	1	1
CO2	2	3	2	2	2	1	2	2	2	`
CO3	3	3	3	3	2	2	2	2	2	2
CO4	3	3	3	2	3	2	2	2	2	2
CO5	3	3	3	3	3	2	3	2	3	3

3 – Strong, 2 – Medium , 1 – Low

Mapping with Programme Specific Outcomes

CO /PO	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6
CO1	3	2	1	1	1	1
CO2	3	3	2	1	2	2
CO3	3	3	3	2	2	2
CO4	3	3	2	2	3	2
CO5	3	3	3	3	3	3
Weightage	15	14	11	9	11	10
Weighted percentage of Course Contribution to POs	3.0	2.8	2.2	1.8	2.2	2.0

CORE III– POLITICAL SCIENCE: CONCEPTS AND PRINCIPLES

Subject Code	Category	L	T	P	S	Credits	Inst. Hours	Marks		
								CIA	External	Total
NMPA13	Core	Y	Y	-	-	4	6	25	75	100

Learning Objectives

The course aims to:

1. Gain insights on the constitutional design of state structures and institutions
2. Illustrate the various institutions of the union and states
3. Develop the ability to understand the working of the Indian Constitution
4. Categorize the role and functions of the administrative machineries at the Union and the State Level
5. Examine the significance of the Constitutional and Non-Constitutional Bodies.

Course Outcomes

Upon successful completion of the course, students will be able to:

CO No.	Course Outcomes	BT Level
CO1	Explain the fundamental concepts, theories and principles of Political Science.	K1
CO2	Analyse key political concepts such as liberty, equality, justice, rights and democracy.	K4
CO3	Evaluate major political ideologies and their influence on governance and public policy.	K5
CO4	Assess the structure and functioning of different political systems and constitutional governments.	K2
CO5	Apply political science concepts to understand contemporary political issues, governance and democratic processes.	K3

Bloom's Taxonomy Levels

K1 – Remember, K2 – Understand, K3 – Apply, K4 – Analyse, K5 – Evaluate, K6 – Create

Course Content

Unit	Contents	No. of Hours
I	Fundamentals of Political Science: Meaning, Nature and Scope of Political Science, State: Origin, Elements and Functions, Theories of the Origin of the State, Concept of Sovereignty, Citizenship and Nationality.	18
II	Basic Political Concepts: Liberty, Equality and Justice, Rights and Duties, Power, Authority and Legitimacy, Political Obligation, Democracy: Meaning, Types and Principles.	18
III	Political Ideologies and Theories: Liberalism, Socialism, Marxism, Gandhism, Feminism and Environmentalism.	18
IV	Constitution, Government and Political Systems: Forms of Government: Parliamentary and Presidential, Federal and Unitary Systems, Organs of Government: Legislature, Executive and Judiciary, Separation of Powers and Checks and Balances, Rule of Law and Constitutionalism	18
V	Contemporary Political Issues: Human Rights and Social Justice, Good Governance and Accountability, Public Opinion and Political Participation, Globalization and Governance, Emerging Trends in Political Science.	18
	Total	90

S. No.	Text Books
1	Appadorai, A. (2020). <i>The Substance of Politics</i> . Oxford University Press.
2	Gauba, O. P. (2021). <i>An Introduction to Political Theory</i> (6th ed.). Mayur Paperbacks.
3	Heywood, A. (2021). <i>Politics</i> (5th ed.). Red Globe Press.
4	Johari, J. C. (2020). <i>Principles of Modern Political Science</i> . Sterling Publishers.
S. No.	Reference Books
1	Laxmikanth, M. (2023). <i>Indian Polity</i> (7th ed.). McGraw Hill Education.
2	Mahajan, V. D. (2022). <i>Political Theory</i> . S. Chand Publishing.
3	Sharma, M. P., & Sadana, B. L. (2021). <i>Public Administration in Theory and Practice</i> . Kitab Mahal.
4	Basu, D. D. (2023). <i>Introduction to the Constitution of India</i> (26th ed.). LexisNexis.
S. No.	Web Sources (URL)
1	https://legislative.gov.in/sites/default/files/COI.pdf
2	https://vikaspedia.in/education/interactive-resources/indian-constitution-resources
3	https://www.constitutionofindia.net/about-us
4	https://constitutionnet.org/vl/item/basic-structure-indian-constitution
5	https://indiacode.nic.in/

Mapping with Programme Outcomes

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO10
CO1	3	2	1	2	2	1	2	1	2	1
CO2	3	3	2	2	3	2	2	2	2	2
CO3	3	3	3	2	3	2	2	2	3	2
CO4	3	3	3	3	3	2	3	2	3	2
CO5	3	2	3	3	3	2	3	2	2	3

3 – Strong, 2 – Medium, 1 - Low

Mapping with Programme Specific Outcomes

CO /PO	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6
CO1	3	2	1	1	2	3
CO2	3	3	2	2	3	3
CO3	3	3	2	2	3	3
CO4	3	3	3	3	3	3
CO5	3	3	3	2	3	3
Weightage	15	14	11	10	14	15
Weighted percentage of Course Contribution to POs	3.0	2.8	2.2	2.0	2.8	3.0

ELECTIVE-I -PUBLIC ENTERPRISES AND CORPORATE GOVERNANCE

Subject Code	Category	L	T	P	S	Credits	Inst. Hours	Marks		
								CIA	External	Total
NEPA11	Elective- I	Y	Y	-	-	3	6	25	75	100

Learning Objectives

The course aims to:

1. To understand the role and significance of public enterprises in economic development .
2. To examine organizational and managerial aspects of public sector undertakings
3. To analyze corporate governance principles in public enterprises .
4. To study accountability, transparency, and performance evaluation
5. To assess reforms and emerging trends in public sector governance

Course Outcomes

Upon successful completion of the course, students will be able to:

CO No.	Course Outcomes	BT Level
CO1	Explain the concept, evolution, and types of public enterprises.	K1
CO2	Analyze organizational and managerial practices in public sector undertaking.	K4
CO3	Evaluate labour laws and dispute settlement mechanisms.	K5
CO4	Assess accountability and performance of public enterprises.	K2
CO5	Examine reforms, disinvestment, and emerging governance challenge.	K4

Bloom's Taxonomy Levels

K1 – Remember, **K2** – Understand, **K3** – Apply, **K4** – Analyse, **K5** – Evaluate, **K6** – Create

Course Content

Unit	Contents	No. of Hours
I	Public Enterprises – Concepts and Evolution: Meaning, nature, and scope of public enterprises - Evolution and growth of public sector in India - Types: Departmental undertakings, public corporations, government companies - Role of public enterprises in economic development - Public vs private sector comparison.	18
II	Organization and Management of Public Enterprises : Forms of organization and administrative structure - Board of Directors and managerial autonomy - Financial management and resource mobilization - Human resource management in public enterprises - Issues of efficiency	18

	and productivity.	
III	Corporate Governance – Concepts and Framework : Meaning and principles of corporate governance - Governance models and theories - Role of Board, stakeholders, and management - Corporate governance in public enterprises - Regulatory bodies and frameworks in India.	18
IV	Accountability and Performance Evaluation : Parliamentary control and public accountability - Role of audit and evaluation agencies - Performance budgeting and financial accountability - Social responsibility and ethical governance - Transparency and disclosure practices.	18
V	Reforms and Emerging Trends : Liberalization, privatization, and disinvestment - Public–Private Partnership (PPP) - Corporate governance reforms in India - Globalization and challenges to public enterprises - Future of public sector governance.	18
	Total	90

S. No.	Text Book
1	A. C. Fernando, Corporate Governance: Principles, Policies and Practices (3rd ed.), Pearson Education, New Delhi, 2018.
2	S. M. Dewan, Corporate Governance in Public Sector Enterprises, Pearson Education, New Delhi, 2006.
3	P. W. Purushotham, Organisation and Management of Public Enterprises ,Kanishka Publishers, New Delhi, 1992
4	Sandeep Goel, Corporate Governance: Theory and Practice, Wiley India, New Delhi, 2024.

S. No.	Reference Books
1	Asish K. Bhattacharyya (Ed.), Corporate Governance in India: Change and Continuity, Oxford University Press, New Delhi, 2016.
2	Reuel J. Khoza & Mohamed Adam, The Power of Governance: Enhancing the Performance of State-Owned Enterprises, Palgrave Macmillan, London, 2007.
3	Anushka Mankad & Mamta Brahmabhatt, Corporate Governance of Public Sector Enterprise, LAP Lambert Academic Publishing, 2015.
4	Surya Narain Yadav & P. V. Khatri, Corporate Governance: Principles, Policies and Practices, Global Vision Publishing House, New Delhi, 2013.
5	Ralph Nader, Mark Green & Joel Seligman, Taming the Giant Corporation, W. W. Norton & Company, 1976.

S. No.	Web Resources
1	https://www.finmin.nic.in
2	https://dpe.gov.i

3	https://www.sebi.gov.i
4	https://cag.gov.i

MAPPING OF COURSE OUTCOMES WITH PROGRAMME OUTCOMES (POs)

CO / PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	2	2	1	1	1	2	1	1	2	1
CO2	2	2	3	2	1	2	1	2	2	1
CO3	1	2	3	2	1	2	1	1	3	2
CO4	2	2	3	2	1	2	1	3	2	1
CO5	1	2	2	1	1	2	2	2	3	3

3 – Strong Correlation, 2 – Moderate Correlation, 1 – Low Correlation.

MAPPING OF COURSE OUTCOMES WITH PROGRAMME SPECIFIC OUTCOMES (PSOs)

CO / PO	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6
CO1	2	2	1	1	1	2
CO2	2	2	3	2	1	2
CO3	1	2	3	2	1	2
CO4	2	2	3	2	1	2
CO5	1	2	2	1	1	2
Weightage	8	10	12	8	5	10
Weighted Percentage of Course Contribution to POs	1.6	2.0	2.4	1.6	1.0	2.0

3 – Strong Correlation, 2 – Moderate Correlation, 1 – Low Correlation

ELECTIVE-II- SOCIAL ENTREPRENEURSHIP

Subject Code	Category	L	T	P	S	Credits	Inst. Hours	Marks		
								CIA	External	Total
NEPA12	Elective - II	Y	Y	-	-	3	6	25	75	100

Learning Objectives

The course aims to:

1. To introduce the concepts, principles, and significance of social entrepreneurship in addressing societal challenges.
2. To develop an understanding of social enterprises, their organizational models, and their role in sustainable development.
3. To examine the process of identifying social problems and designing innovative entrepreneurial solutions.
4. To familiarize students with social business models, funding mechanisms, and impact measurement techniques.
5. To enhance leadership, ethical decision-making, and managerial skills required for establishing and managing social enterprises.
6. To analyze government policies, legal frameworks, and institutional support available for social entrepreneurship.
7. To encourage students to develop entrepreneurial mindsets and create socially responsible, sustainable, and innovative ventures.

Course Outcomes

Upon successful completion of the course, students will be able to:

CO No.	Course Outcomes	BT Level
CO1	Explain the concepts, principles and significance of social entrepreneurship in addressing social and economic challenges.	K1
CO2	Analyze social business models and identify opportunities for creating sustainable social enterprises.	K4
CO3	Apply project planning, financial management and leadership skills in establishing and managing social enterprises.	K3
CO4	Evaluate governance mechanisms, social impact assessment methods and policy initiatives supporting social entrepreneurship.	K5
CO5	Develop innovative and sustainable solutions to social problems through entrepreneurial approaches and assess emerging trends in the field.	K6

Bloom's Taxonomy Levels

K1 – Remember, **K2** – Understand, **K3** – Apply, **K4** – Analyse, **K5** – Evaluate, **K6** – Create

Course Content

Unit	Contents	No. of Hours
I	Introduction to Social Entrepreneurship: Meaning, Nature and Scope of Social Entrepreneurship, Social Entrepreneur: Characteristics and Competencies, Difference between Social Entrepreneurship and Commercial Entrepreneurship, Social Innovation and Social Value Creation Role of Social Entrepreneurship in Sustainable Development	18
II	Social Enterprises and Business Models: Types of Social Enterprises, Social Business Models, Identification of Social Problems and Opportunity Recognition, Design Thinking and Innovation for Social Change, Social Enterprise Development Process.	18
III	Planning and Management of Social Enterprises: Project Planning and Feasibility Analysis, Resource Mobilization and Fundraising, Financial Management and Social Investment, Leadership and Team Building, Marketing Strategies for Social Enterprises.	18
IV	Governance, Impact Assessment and Policy Support: Governance and Legal Framework for Social Enterprises, Corporate Social Responsibility (CSR), Social Impact Assessment and Measurement, Government Policies and Support Schemes, Public-Private Partnerships (PPP) in Social Development.	18
V	Emerging Trends and Case Studies: Digital Social Entrepreneurship, Green and Sustainable Entrepreneurship, Women and Rural Social Entrepreneurship, Successful Social Entrepreneurs in India and Abroad, Challenges and Future Prospects of Social Entrepreneurship	18
	Total	90

S. No.	Text Books
1	Bornstein, D., & Davis, S. (2010). <i>Social Entrepreneurship: What Everyone Needs to Know</i> . Oxford University Press.
2	Dees, J. G. (2001). <i>The Meaning of Social Entrepreneurship</i> . Duke University.
3	Martin, R. L., & Osberg, S. (2007). Social entrepreneurship: The case for definition. <i>Stanford Social Innovation Review</i> , 5(2), 28–39.
4	Nicholls, A. (Ed.). (2006). <i>Social Entrepreneurship: New Models of Sustainable Social Change</i> . Oxford University Press.

S. No.	Reference Books
1	Prahalad, C. K. (2010). <i>The Fortune at the Bottom of the Pyramid</i> (5th ed.). Pearson Education.
2	Alter, K. (2007). <i>Social Enterprise Typology</i> . Virtue Ventures LLC.

3	Yunus, M. (2010). <i>Building Social Business: The New Kind of Capitalism That Serves Humanity's Most Pressing Needs</i> . PublicAffairs.
4	Government of India. (2020). <i>National Policy on Skill Development and Entrepreneurship</i> . Ministry of Skill Development and Entrepreneurship

MAPPING OF COURSE OUTCOMES WITH PROGRAMME OUTCOMES (POs)

CO / PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
CO1	3	2	2	1	1	2	1	2	2	1
CO2	3	2	2	2	1	2	1	2	2	1
CO3	2	2	3	2	1	2	1	2	3	1
CO4	2	2	3	2	1	2	2	1	3	3
CO5	2	2	2	2	1	2	2	3	3	2

Mapping Scale

3 – Strong Correlation, 2 – Moderate Correlation, 1 – Low Correlation

MAPPING OF COURSE OUTCOMES WITH PROGRAMME SPECIFIC OUTCOMES (PSOs)

CO / PSO	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6
CO1	3	2	1	1	2	1
CO2	3	2	1	1	2	1
CO3	2	3	2	1	3	1
CO4	2	3	3	1	3	2
CO5	2	3	2	2	3	2
Weightage	12	13	9	6	13	7
Weighted Percentage of Course Contribution to PSOs	2.4	2.6	1.8	1.2	2.6	1.4