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**[OBE DESIGN- PUBLIC
ADMINISTRATION
DEPARTMENT]**

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PREFACE

Outcome Based Education (OBE) is the educational approach which focuses on student centric education in the context of development of personal, social, professional and knowledge (KSA) requirements in one's career and life. It is the decade ago curriculum development methodology. The educational triangle of LEARNING-ASSESSMENT-TEACHING is the unique nature of the OBE approach. The curriculum practices such as Competency Based Curriculum, Taylor's Model of Curriculum Development, Spady's Curriculum Principles, Blooms Taxonomy and further use of assessment methodologies like, Norm-reference testing and Criterion reference testing, etc. is being practiced since decades. It is also interesting to know that, globally, different countries and universities adopts the curriculum development models/approaches such as, CDIO (Conceive-Design-Implement-Operate), Evidence Based Education, Systems Approach, etc. as the scientific and systematic approaches in curriculum design.

The authorities of Dr. Babasaheb Ambedkar Marathwada University, Aurangabad (M.S.) in-lieu of accreditation standards of National Assessment and Accreditation Council, decided to opt for Outcome Based Education (OBE). As the part of the decision, different meetings, workshops and presentations were held at the campus of university.

This document is the outcome of different meetings and workshops held at university level and department level. The detailed document is designed and the existing curriculum of the department is transformed in to the framework of OBE. This is the first step towards the implementation of OBE in the department. The document will serve all stakeholders in the effective implementation of the curriculum. The OBE is continuous process for quality enhancement and it will go a long way in order to enhance the competencies and employability of the graduates/Post-graduates of the university department.

Head of Department

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OUTCOME BASED EDUCATION

Faculty of Humanities

Department of Public Administration

1. Mission:

Mission Statement

- To offer post-graduate and research program in Public Administration.
- To develop the globally competent manpower for managing administration at different public and private organizations.
- To undertake research in the domain of public administration and evolve the models of administrations.
- To conduct manpower development programs in the domain of administration and management.

2. Vision:

Vision Statement

- The department envisions being the center for research, development and training in the domain of global public administration practices.
- The department vision is to develop the value based and ethical organizational leaders and professionals.

3. Title of the Program (s):

a. Master of Public Administration

4. Program Educational Objectives:

The Program Educational Objectives (PEO) are the statement that describes the career and professional achievement after the program of studies (graduation/ post-graduation). The PEOs are driven from question no. (ii) of the Mission statement (What is the purpose of organization). The PEOs can be minimum three and maximum five.

PE01: In-depth knowledge of management and administration the private and public sector and apply the principles and theories in organizational & human development.

PE02: To provide the professional services to private and public organization through competitive examination.

PE03: To provide expertise and consultancy services in the private and public sector and to be an entrepreneur/professional consultant.

PE04: To opt for higher education, research and to be a life-long learner.

PE05: To provide value based and ethical leadership to the profession and social life.

5. Program Outcomes:

The program outcomes (PO) are the statement of competencies/ abilities. POs are the statement that describes the knowledge and the abilities the graduate/ post-graduate will have by the end of program studies.

- a. Apply knowledge of management theories and practices to develop organization and to solve administrative problems.
- b. Foster Analytical and critical thinking abilities for data-based decision making.
- c. Ability to develop value based leadership ability.
- d. Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of administration and organization development.
- e. Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment

6. Course- Program Outcome Matrix:

The Program Outcomes are developed through the curriculum (curricular/co-curricular-extra-curricular activities). The program outcomes are attained through the course implementation. As an educator, one must know, **“to which POs his/her course in contributing?”**. So that one can design the learning experiences, select teaching method and design the tool for assessment. Hence, establishing the Course-PO matrix is essential step in the OBE. The course-program outcomes matrix indicates the co-relation between the courses and program outcomes. The CO-PO matrix is the map of list of courses contributing to the development of respective POs.

The **CO-PO MATRIX** is provided in the below table.

Course Title	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
Modern Administrative Theory	*	*	*	*			
Administrative Thinkers		*	*	*			
Comparative Public Administration (U.K & USA)	*	*	*				
Human Resource Management	*	*	*				
Recent Issues in Indian Administration	*	*	*	*			
Management Thinkers		*	*	*			
Office Management	*	*					
Local Self-Government in England, France & China		*	*	*			
Co-operative Administration in India		*	*	*			
Research Methodology	*	*			*		
Public Policy							
Agricultural Administration in India		*	*	*	*		
Economic Administration in India		*	*	*	*		
Public Relations	*	*					
Globalization and Public Administration: Indian Context		*	*	*	*		
Post Modern Public Administration		*	*	*	*		
Administration of International Organization		*	*	*	*		
Management Science		*	*	*			

7. Course Outcomes (for all courses):

The course outcomes are the statement that describes the knowledge & abilities developed in the student by the end of course (subject) teaching. The focus is on development of abilities rather than mere content. There can be 5 to 7 course outcomes of any course. These are to be written in the specific terms and not in general. The list of Course Outcomes is the part of **Annexure-C** attached herewith.

8. Set Target levels for Attainment of Course Outcomes:

The course outcome attainment is assessed in order to track the graduates' performance w.r.t target level of performance. The CO-PO attainment is the tool used for continuous improvement in the graduates' abilities through appropriate learning & teaching strategies. In order to assess students' performance with respect to abilities (at the end of course teaching/by the end of program) the course outcome attainment are measured/calculated. In order to calculate the program outcome attainment, the course outcome attainment is calculated. Prior to that, the course-program outcome mapping is done.

9. Set Target level for Attainment of Program Outcomes:

The program outcome attainment is assessed in order to track the graduates' performance w.r.t target level of performance. The CO-PO attainment is the tool used for continuous improvement in the graduates' abilities through appropriate learning & teaching strategies. In order to assess students' performance with respect to abilities (at the end of course teaching/by the end of program) the course outcome attainment and program outcome attainment is measured/calculated. The program outcome attainment is governed by curricular, co-curricular and extra-curricular activities including the stakeholders' participation. The direct method and indirect method is adopted to calculate the PO attainment. The direct method implies the attainment by course outcomes contributing to respective program outcomes. And indirect method is the satisfaction/feed-back survey of stakeholders. In order to calculate the program outcome attainment, the course outcome attainment is calculated. Prior to that, the course-program outcome mapping is done. The set target level is the set benchmark to ensure the continuous improvements in the learners/ graduates' performance.

10. Course Attainment Levels:

- a. CO attainment is defined/set at three levels;
- b. The CO attainment is based on end term examination assessment and internal assessment;
- c. The Co attainment is defined at three levels in ascending order-
 - i. e.g. For end term and internal examination;
 - ii. Level-1: 20% students scored more than class average
 - iii. Level-2: 30% students score more than class average;
 - iv. Level-3: 40% students score more than class average.
- d. The target level is set (e.g. Level-2). It indicates that, the current target is level-2; 30% students score more than class average. The CO attainment is measured and the results are obtained. Based on the results of attainment, the corrective measures/remedial action are taken.
- e. CO Attainment= 80% (Attainment level in end term examination) + 20% (Attainment level in internal examination).

11. Program attainment Level:

- a. PO attainment is defined at five levels in ascending order;
- b. The PO attainment is based on the average attainment level of corresponding courses (Direct Method) and feed-back survey (Indirect method);
- c. The PO attainment levels are defined / set as stated below;
 - i. Level-1: Greater than 0.5 and less than 1.0 (0.5>1)- Poor
 - ii. Level-2: 1.0>1.5-Average
 - iii. Level-3: 1.5>2.0-Good

- iv. Level-4: 2.0>2.5-Very Good
- v. Level-5: 2.5>3.0 -Excellent
- d. The PO attainment target level is set/defined (say, Level-3). It implies that, the department is aiming at minimum level-3 (good) in the performance of abilities by the graduates. Based upon the results of attainment, the remedial measures are taken;
- e. PO Attainment= 80% (Average attainment level by direct method) + 20% (Average attainment level by indirect method).

12. The Results of CO Attainment:

The Results of CO attainment are provided in Annexure-B

FOR EXAMPLE:

COURSE CODE/TITLE: PAD-502 Public policy

- e.g. For end term and internal examination;
- i. Level-1: 20% students scored more than class average
 - ii. Level-2: 30% students score more than class average;
 - iii. Level-3: 40% students score more than class average

Average Marks in External examination: 62.42= i.e. 62.00

% Students score more than 46 is 14.28% i.e. Level-0

Average Marks in Internal examination= 13.85 i.e. 14.00

% Students score more than 14 is 71.42%, i.e. Level-3

A (CO) PAD-502= 80% (0) +20(3)

=0.6

Hence, the attainment level is Level-0 and the set target level is Level-2 and therefore the CO is Not attained.

Table No. 1.0: CO Attainment Level

MASTER OF PUBLIC ADMINISTRATION 20-30-40				
Course Title	CO Attainment Value	CO Target Attainment Level	Fully Attained/ Not Attained	Remedial Measures
Modern Administrative Theory	2	2	Fully Attained	
Administrative Thinkers	3	2	Fully Attained	
Comparative Public Administration (U.K& USA)	0.6	2	Not Attained	Assignments, tutorials, coaching will be conducted.
Human Resource Management	3	2	Fully Attained	
Recent Issues in Indian Administration	0.6	2	Not Attained	Assignments, tutorials, coaching will be conducted.
Management Thinkers	2.2	2	Fully Attained	
Office Management	1.4	2	Not Attained	
Local Self-Government in England, France & China	1.2	2	Not Attained	
Co-operative Administration in India	3	2	Fully Attained	
Research Methodology	0.6	2	Not Attained	Assignments, tutorials, coaching will be conducted.
Public Policy	0.6	2	Not Attained	
Agricultural Administration in India	0.6	2	Not Attained	
Economic Administration in India	0.6	2	Not Attained	
Public Relations	0.6	2	Not Attained	
Globalization and Public Administration: Indian Context	0.6	2	Not Attained	
Post Modern Public Administration	0.6	2	Not Attained	
Administration of International Organization	0.6	2	Not Attained	
Management Science	0.4	2	Not Attained	

13.The Results of PO Attainment:

The Results of PO attainment are provided in Annexure-B

FOR EXAMPLE:

PO NO.: PO-5

(Note: Refer point No. 11 above which describes the attainment level and set target attainment level)

PO Attainment= 80% (Average attainment level by direct method) + 20% (Average attainment level by indirect method).

$$A (PO) 5 = 80\% (0.6+0.6+0.6+0.6+0.6)/5 + 20\% (0.6)$$

$$=80\% (0.6) + 20\% (0.6)$$

$$= 0.6 \text{ i.e. Level-1. The Target Level is Level-2.}$$

Hence, PO is Not attained.

Table No. 2.0 PO Attainment Level

PO/PSO number	Po Attainment Value	Target Attainment level	Fully attained / Not Attained	Remedial Measures
A	1.18	2	Fully attained	
B	1.23	2	Fully attained	
C	1.31	2	Fully attained	
D	1.28	2	Fully attained	
E	0.60	2	Not Attained	Assignments, tutorials, coaching will be conducted for the corresponding courses.

14. Planned Actions for Course Attainment:

The CO having attainment level less than Level-2 shall be addressed by designing the schedule for assignments, tutorials, exercise and remedial coaching.

15.Planned Actions for Program Outcome Attainment:

The PO having attainment level less than L-3 shall be addressed by designing the remedial measures for contributing courses of the respective PO.

ANNEXURE-B
RESULTS OF CO-PO ATTAINMENT

MASTER OF PUBLIC ADMIN 20-30-40				
Course Title	PO1	PO2	PO3	PO4
Modern Administrative Theory	2	2	2	2
Administrative Thinkers		3	3	3
Comparative Public Administration(U.K& USA)	0.6	0.6	0.6	
Human Resource Management	3	3	3	
Recent Issues in Indian Administration	0.6	0.6	0.6	0.6
Management Thinkers		2.2	2.2	2.2
Office Management	1.4	1.4		
Local Self-Government in England, France & China		1.2	1.2	1.2
Co-operative Administration in India		3	3	3
Research Methodology	0.6	0.6		
Public Policy	0.6	0.6	0.6	
Agricultural Administration in India		0.6	0.6	0.6
Economic Administration in India		0.6	0.6	0.6
Public Relations	0.6	0.6		
Globalization and Public Administration: Indian Context		0.6	0.6	0.6
Post Modern Public Administration		0.6	0.6	0.6
Administration of International Organization		0.6	0.6	0.6
Management Science		0.4	0.4	0.4
	1.18	1.23	1.31	1.28

ANNEXURE-C

COURSE OUTCOMES

PUBLIC ADMINISTRATION

Modern Administrative Theory

- **Explain** basic concept of Public Administration, Meaning, Nature and Scope of Modern Public Administration.
- Describe the approaches to the study Modern Public Administration.
- Describe and compare different Modern Administrative Theories under study.
- Describe the structure and scope & benefits of Good Governance, Transparency, Right to Information, and its application.
- Describe the Classical and Modern Theories in the discipline of Public Administration.

Administrative Thinkers

- Explain the administrative philosophies by different administrative thinkers.
- Analyze the principle and theories for the different organizational set-up.
- Apply the principles and philosophies in the administration of organization.
- Compare the philosophies of administrative thinkers in India and overseas.
- Describe the growth of public administration based on the Indian philosophical thoughts.

Comparative Public Administration (U.K& USA)

- Explain the public administration set-up in UK and USA comparing with India.
- Draw the structure of public administration in UK and USA.
- Describe the public administration principles and theories in UK and USA.
- Compare the administration of public organization in UK and USA.
- Explain the salient features / uniqueness of public administration in UK and USA.

Human Resource Management

- Explain the importance of human resources and their effective management in organizations
- Demonstrate a basic understanding of different tools used in forecasting and planning human resource needs
- Describe the meanings of terminology and tools used in managing employees effectively
- Describe rules and regulations affecting employees and employers

- Analyze the key issues related to administering the human elements such as motivation, compensation, appraisal, career planning, diversity, ethics, and training etc.

Recent Issues in Indian Administration

- Enlist the issues in India administration
- Analyze the causes of issues in India administration.
- Suggest the remedies and solution in resolving the issues.
- Describe the major parameters affecting the administration.
- Describe the new devices in Administration as to resolve the issues.

Management Thinkers

- Explain the administrative philosophies by different management thinkers.
- Analyze the principles and theories for the different organizational set-up based on the management philosophies.
- Apply the principles and philosophies in the management of organization.
- Compare the philosophies of management thinkers in India and overseas.
- Describe the growth of public administration and management based on the Indian philosophical thoughts.

Office Management

- Analyze the components and parameters of office management.
- Explain the aspects of office management.
- Describe the skills required in office management.
- Explain the techniques, tools and technologies in office management.
- Describe the model office management structure.

Local Self-Government in England, France & China

- Explain the Local Self-Government in England, France & China
- Draw the structure of Local Self-Government in England, France & China
- Describe the administration strategies and philosophies of Local Self-Government in England, France & China
- Compare the Local Self-Government in England, France & China.

- Explain the salient features of/ uniqueness of Local Self-Government in England, France & China.

Public Relations

- Explain the significance of public relations in public administration.
- Analyze the impact of effective public relations based on the organization type.
- Apply the principles and theories of public relations in attaining the objectives of organization
- Suggest the public relations structure for the administrative set-up.

Globalization and Public Administration: Indian Context

- Identify and evaluate the Globalization and Public Administration: Indian context from home versus host-country, and regional, cultural perspectives.
- Identify the changes taken place the working of bureaucracy and bureaucrats' behavior, attitudes and professionalism.
- Analyze the relationships between the political, economic, legal and social policies of countries, regions and international institutions in the context of globalization in public administration context.
- Analyze current conditions in developing international relations and development of public domain at home in the global public administration context.
- Develop a framework to support successful decision-making in all relevant functions and activities of any international business or international operations of a domestic business within the competitively international environment.

Post Modern Public Administration

- **Explain** basic concepts of Post Modern Public Administration, its Meaning, Nature and Scope.
- Describe the approaches to the study of Post Modern Public Administration, and its attributes.
- Describe and compare different Post Modern Public Administration theories under study.
- Analyze the concepts of Globalization, Liberalization & Privatization and the changes taken place in the domain of public administration.
- Describe the Post Modern Theories of Jean Baudrillard, Michel Foucault, Jacques Derrida etc. and its applicability.

Administration of International Organization

- Identify and evaluate the complexities of administration of international organization.
- Analyze the relationships between international administration and the political, economic, legal and social policies of countries, regions and international institutions.
- Analyze current conditions in developing emerging trends, and evaluate present and future opportunities and risks for international administration.
- Develop a framework to support successful decision-making in all relevant functions and activities of any international administration process.

Management Science

- Organizational behavior on the process of management.
- Identify different motivational theories and evaluate motivational strategies used in a variety of organizational settings.
- Evaluate the appropriateness of various leadership styles and conflict management strategies used in organizations.
- Describe and assess the basic design elements of organizational structure and evaluate their impact on employees.
- Explain how organizational change and culture affect working relationships within organizations.