

**M.A.,
PUBLIC ADMINISTRATION**

SYLLABUS

**FROM THE ACADEMIC YEAR
2026 - 2027**

**MANONMANIAM SUNDARANAR UNIVERSITY
TIRUNELVELI - 627012**

CONTENTS

- i PO and PSO Description
- ii PG – Template
- iii Methods of Evaluation
- iv Semester Index
- v Subjects – Core, Elective, Non major, Skill Enhanced, Ability Enhanced,
Extension Activity, Environment, Professional Competency
 - 1. Course Lesson Box
 - 2. Course Objectives
 - 3. Units
 - 4. Learning Outcome
 - 5. Refence and Text Books
 - 6. Web Sources
 - 7. PO Mapping tables

TANSICHE REGULATIONS ON LEARNING OUTCOMES-BASED CURRICULUM FRAMEWORK FOR POSTGRADUATE EDUCATION	
Programme	M.A., Public Administration
Programme Code	
Duration	PG – Two Years
Eligibility	Any degree and University norms
Programme Outcomes (Pos)	PO1: Problem Solving Skill Apply knowledge of Management theories and Human Resource practices to solve business problems through research in Global context. PO2: Decision Making Skill Foster analytical and critical thinking abilities for data-based decision-making. PO3: Ethical Value Ability to incorporate quality, ethical and legal value-based perspectives to all organizational activities. PO4: Communication Skill Ability to develop communication, managerial and interpersonal skills. PO5: Individual and Team Leadership Skill Capability to lead themselves and the team to achieve organizational goals. PO6: Employability Skill Inculcate contemporary business practices to enhance employability skills in the competitive environment. PO7: Entrepreneurial Skill Equip with skills and competencies to become an entrepreneur. PO8: Contribution to Society Succeed in career endeavors and contribute significantly to society. PO 9 Multicultural competence Possess knowledge of the values and beliefs of multiple cultures and a global perspective. PO 10: Moral and ethical awareness/reasoning Ability to embrace moral/ethical values in conducting one's life.
Programme Specific Outcomes (PSOs)	PSO1 – Placement To prepare the students who will demonstrate respectful engagement with others' ideas, behaviors, beliefs and apply diverse frames of reference to decisions and actions.

	PSO 2 - Entrepreneur To create effective entrepreneurs by enhancing their critical thinking, problem solving, decision making and leadership skill that will facilitate startups and high potential organizations.
	PSO3 – Research and Development Design and implement HR systems and practices grounded in research that comply with employment laws, leading the organization towards growth and development.
	PSO4 – Contribution to Business World To produce employable, ethical and innovative professionals to sustain in the dynamic business world.
	PSO 5 – Contribution to the Society To contribute to the development of the society by collaborating with stakeholders for mutual benefit.

Template for P.G., Programmes

Semester-I	Credit	Hours	Semester-II	Credit	Hours	Semester-III	Credit	Hours	Semester-IV	Credit	Hours
Core-I	5	7	Core-IV	5	6	Core-VII	5	6	Core-XI	5	6
Core-II	5	7	Core-V	5	6	Core-VIII	5	6	Core-XII	5	6
Core-III	4	6	Core-VI	4	6	Core-IX	5	6	Project with viva voce	7	10
Elective -I Discipline Centric	3	5	Elective - III Discipline Centric	3	4	Core -X	4	6	Elective - VI (Industry / Entrepreneurship) 20% Theory 80% Practical	3	4
Elective- II Generic:	3	5	Elective -IV Generic:	3	4	Elective - V Discipline Centric	3	3	Skill Enhancement course / Professional Competency Skill	2	4
			Skill Enhancement I	2	4	3.6 Skill Enhancement II	2	3	Extension Activity	1	
						3.7 Internship/ Industrial Activity	2	-			
	20	30		22	30		26	30		23	30
Total Credit Points -91											

**Choice Based Credit System (CBCS), Learning Outcomes Based Curriculum
Framework (LOCF) Guideline Based Credits and Hours Distribution System for
all Post – Graduate Courses including Lab Hours**

First Year – Semester – I

Part	List of Courses	Credits	No. of Hours
	Core – I	5	7
	Core – II	5	7
	Core – III	4	6
	Elective – I	3	5
	Elective – II	3	5
	Total	20	30

Semester-II

Part	List of Courses	Credits	No. of Hours
	Core – IV	5	6
	Core – V	5	6
	Core – VI	4	6
	Elective – III	3	4
	Elective – IV	3	4
	Skill Enhancement Course [SEC] - I	2	4
	Total	22	30

Second Year – Semester – III

Part	List of Courses	Credits	No. of Hours
	Core – VII	5	6
	Core – VIII	5	6
	Core – IX	5	6
	Core (Industry Module) – X	4	6
	Elective – V	3	3
	Skill Enhancement Course - II	2	3
	Internship in Government Administration / Industrial Activity [Credits]	2	-
	Total	26	30

Semester-IV

Part	List of Courses	Credits	No. of Hours
	Core – XI	5	6
	Core – XII	5	6
	Project with VIVA VOCE EXAMINATION	7	10
	Elective – VI (Industry Entrepreneurship)	3	4
	Skill Enhancement Course – III / Professional Competency Skill	2	4
	Extension Activity	1	-
	Total	23	30

Total 91 Credits for PG Courses

METHODS OF EVALUATION		
Internal Evaluation	Continuous Internal Assessment Test	25 Marks
	Assignments / Snap Test / Quiz	
	Seminars	
	Attendance and Class Participation	
External Evaluation	End Semester Examination	75 Marks
	Total	100 Marks
METHODS OF ASSESSMENT		
Remembering (K1)	• The lowest level of questions require students to recall information from the course content. • Knowledge questions usually require students to identify information in the textbook.	
Understanding (K2)	• Understanding of facts and ideas by comprehending, organizing, comparing, translating, interpolating and interpreting in their own words. • The questions go beyond simple recall and require students to combine data together.	
Application (K3)	• Students have to solve problems by using / applying a concept learned in the classroom. • Students must use their knowledge to determine a exact response.	
Analyze (K4)	• Analyzing the question is one that asks the student to break down something into its component parts. • Analyzing requires students to identify reasons, causes or motives and reach conclusions or generalizations.	
Evaluate (K5)	• Evaluation requires an individual to make judgment on something. • Questions to be asked to judge the value of an idea, a character, a work of art, or a solution to a problem. • Students are engaged in decision-making and problem-solving.	

	• Evaluation questions do not have single right answers.
Create (K6)	• The questions of this category challenge students to get engaged in creative and original thinking. • Developing original ideas and problem solving skills.

Project/ Extension Activity/ Internship/ Industrial Visit

Internal	-	50 marks
External	-	50 Marks
Total	-	100 Marks

CREDIT DISTRIBUTION
M.A. PUBLIC ADMINISTRATION FIRST YEAR
SEMESTER-I

Part	List of Courses	Credits	No. of hours
	Core Course – I – Theories of Modern Government	5	7
	Core Course – II – Administrative Visionaries and Principles	5	7
	Core Course – III – Indian Constitution and Government	4	6
	Elective Course – I – Labour Welfare and Industrial Relations / Public Enterprises and Corporate Government	3	5
	Elective Course – II – Ethics of Governance / Environmental sustainability.	3	5
		20	30

FIRST YEAR-SEMESTER-II

Part	List of Courses	Credits	No. of hours
	Core Course – IV – Public Policy Analysis	5	6
	Core Course – V – Public Financial Administration in India	5	6
	Core Course – VI – Comparative and Development Administration	4	6
	Elective Course – III – Rural and Urban Governance In India/ Administrative Law And Accountability.	3	4
	Elective Course – IV Contemporary Issues in Governance/ Business Administrative Management.	3	4
	Skill Enhancement Course [SEC] – I – Digital And Technology Governance	2	4
		22	30

*Internship during Summer Vacation. The Credits shall be awarded in Semester – III
Statement of Marks

SECOND YEAR-SEMESTER-III

Part	List of Courses	Credits	No. of hours
	Core Course-VII	5	6
	Core Course - VIII	5	6
	Core Course-IX	5	6
	Elective Course-V	3	3
	Core Industry Module	4	6
	Skill Enhancement Course–II	2	3
	Internship in Government Administration /Industrial Activity [Credits]	2	-
		26	30

SECOND YEAR-SEMESTER-IV

Part	List of Courses	Credits	No. of hours
	Core Course – X	5	6
	Core Course-XI	5	6
	Elective Course-VI	3	4
	Project with Viva Voce Examination	7	10
	Skill Enhancement Course–III	2	4
	Extension Activity	1	-
		23	30

**MA PUBLIC ADMINISTRATION
SEMESTER – I**

THEORIES OF MODERN GOVERNMENT

Course Code	Course Name	Category	L	T	P	S	Credits	Hours	Marks		Total
									Internal	External	
	Theories of Modern Government	Core - 1	Y	-	-	-	5	6	25	75	100
Course Objectives											
C1	To understand the meaning, nature, and evolution of modern government.										
C2	To study major political theories such as liberal, Marxist, and democratic theories.										
C3	To analyze the role and functions of government in modern society.										
C4	To examine contemporary theories like feminism, globalization, and governance.										
C5	To develop critical thinking about government systems and their impact on society.										
UNIT	CONTENT									NO. OF HOURS	
I	Foundations of Modern Government : Meaning, nature and scope of modern government - Evolution: from traditional to modern state - State vs Government - Organs of government: Legislature, Executive, Judiciary - Constitutionalism and rule of law - Sovereignty and legitimacy									6	
II	Classical and Liberal Theories : Classical theory of government - Liberalism: meaning and development - Ideas of thinkers: John Locke, J.S. Mill, Rousseau - Individual rights and freedom - Limited government and laissez-faire - Criticism of classical liberalism									6	
III	Marxist and Socialist Theories : Karl Marx's theory of state and government - Historical materialism - Class struggle and role of the state - Lenin and socialist state - Welfare state and democratic socialism - Criticism of Marxist theory									6	
IV	Democratic and Pluralist Theories : Meaning and evolution of democracy - Direct vs representative democracy - Pluralism: meaning and features - Role of pressure groups and interest groups - Elite theory (Pareto, Mosca, Michels) - Power structure in modern government									6	
V	Contemporary Theories of Government : Feminist theory of state - Postmodernism and governance - Globalization and its impact on government - Good governance: transparency, accountability, participation - E-governance and digital administration - Challenges to modern government									6	
TOTAL									30		
Course Outcome									Programme Outcome		
CO	On Completion of this Course, Students will learn										
1	Students will be able to explain the basic concepts and evolution of modern government.									PO1	
2	Students will understand major theories such as liberal, Marxist, and democratic theories.									PO1,PO2	

3	Students will evaluate contemporary issues like globalization and good governance.	PO2,PO3
4	Students will develop critical thinking skills to assess different systems of government.	PO3,PO4,PO5

TEXT BOOK

1	Modern Political Theory – S.P. Varma, 2002, Vikas Publishing House
2	An Introduction to Modern Political Theory – Norman P. Barry, 1989, Palgrave Macmillan
3	Modern Politics and Government – Alan R. Ball, 1993, Macmillan
4	Political Theories of Modern Government: Its Role and Reform – Peter Self, 1985, Routledge
5	Political Theory: An Introduction – Andrew Heywood, 2004, Palgrave Macmillan

REFERENCE BOOK

1	The Logic of Political Survival – Bruce Bueno de Mesquita et al., 2003, MIT Press
2	Political Ideologies – Andrew Heywood, 2017, Palgrave Macmillan
3	Contemporary Political Theory – Colin Farrelly, 2004, Sage Publications
4	Theories of the State – Anthony Giddens, 1985, Polity Press
5	Comparative Politics – Daniele Caramani, 2017, Oxford University Press

WEB RESOURCES

1	https://scholar.google.com
2	https://www.jstor.org
3	https://www.researchgate.net
4	https://www.gutenberg.org
5	https://archive.org

Work to be done

PSOs

- Seven

Title of the Course	PSO 1	PSO2	PSO 3	PS O4	PS O5	PSO6	PSO7	TOTAL
CO1	3	3	2	2	3	2	3	18
CO2	3	3	2	2	2	2	3	17
CO3	3	2	3	2	3	2	2	17
CO4	3	2	2	2	2	2	2	15
Total Score of all Courses Contributing to PSO	12	10	9	8	10	8	10	

MAPPING OF COs with POS

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	3	3	3	2	3	1	1
CO2	3	3	2	2	2	2	2
CO3	3	3	2	3	2	3	2
CO4	3	3	3	2	3	2	3
TOTAL SCORE	12	12	10	9	10	8	8

0 – No Correlation

1 – Low

2 – Medium

3 – High

MODEL QUESTION
THEORIES OF MODERN GOVERNMENT
MA DEGREE EXAMINATION
PART - A 15*1=15 Marks

Answer all questions

Choose the correct answer

1. Which is NOT an organ of government?
a) Legislature b) Executive
c) Judiciary d) Market
2. The evolution of modern government is from:
a) Modern to traditional b) Feudal to democratic
c) Traditional to modern state d) Religious to military
3. A state is best described as:
a) Temporary institution b) Permanent political organization
c) Private company d) Religious group
4. John Locke is known for the theory of:
a) Class struggle b) Natural rights
c) Elite rule d) Anarchy
5. The idea of "limited government" means:
a) No government b) Government with restricted powers
c) Military government d) Religious government
6. Social contract theory explains:
a) War between nations b) Agreement between people and government
c) Economic systems d) Industrial development
7. Karl Marx is associated with the theory of:
a) Liberalism b) Marxism
c) Democracy d) Pluralism
8. The two main classes in Marxism are:
a) Rich and poor b) Bourgeoisie and proletariat
c) Farmers and workers d) Leaders and followers
9. The superstructure in Marxism includes:
a) Economy b) Government, law, ideology
c) Industry d) Agriculture
10. Which is NOT a feature of democracy?
a) Free elections b) Rule of law
c) One-party rule d) Fundamental rights
11. Democracy ensures accountability through:
a) Elections b) Military force
c) Religion d) Monopoly
12. Which of the following is an example of an interest group?
a) Parliament b) Trade unions
c) Supreme Court d) Army
13. One key element of good governance is _____ participation.
a) Public b) Military
c) Private d) Corporate
14. Corruption is a major _____ in governance.
a) Strength b) Challenge
c) Benefit d) System
15. Globalization connects countries through _____.
a) Isolation b) Communication and trade
c) War d) Religion

PART. B 5*4=20 Marks

Answer all questions choosing either a or B

Each answer should not exceed 250 words

16. a) Define constitutionalism. Or

- b) Mention the features of modern government
- 17. a) Who is John Locke? Mention his contribution to political theory. . or
- b) Mention any two criticisms of liberalism.
- 18. a) Define historical materialism. Or
- b) What is meant by superstructure in Marxism
- 19. a) Mention the features of democracy or
- b) What is meant by public opinion in democracy?
- 20. a) Mention the features of e-governance. Or
- b) What is participatory governance?

PART. C 5*8==40 Marks

Answer all questions choosing either a or b

Each answer should not exceed 600 words

- 21. a) Differentiate between state and government with suitable examples. Or
- b) Explain the importance of separation of powers in modern government.
- 22. a) Examine the relationship between individual rights and liberalism. Or
- b) Discuss the main criticisms of liberal theory of government.
- 23. a) Discuss the concept of historical materialism and its significance. Or
- b) Explain the relationship between base and superstructure in Marxism.
- 24. a) Distinguish between direct democracy and representative democracy. Or
- b) Analyze the importance of interest groups in policy-making.
- 25. a) Critically examine contemporary theories of government. Or
- b) Explain how digital administration improves public service delivery.

ADMINISTRATIVE VISIONARIES AND PRINCIPLES

Course Code	Course Name	Category	L	T	P	S	Credits	Inst. Hours	Marks		
									CI A	External	Total
	Administrative visionaries and principles	Core 2	Y	-	-	-	5	7	25	75	100

Course Objectives

C1	To understand the evolution of administrative visionaries and theories.
C2	To examine classical, neo-classical, and modern administrative approaches.
C3	To analyze the principles and functions of administration.
C4	To develop skills in applying administrative theories in real-life situations.
C5	To evaluate contemporary trends and challenges in administration.

UNIT	Content	No. of Hours
I	Evolution of Administrative visionaries Meaning, nature, and scope of administration -Public vs Private Administration - Evolution of administrative visions -Early contributions (e.g., Woodrow Wilson) - Significance of administrative theory.	5
II	Classical Administrative Theories Scientific Management – Frederick Winslow Taylor - Administrative Theory – Henri Fayol -Bureaucratic Theory – Max Weber -Principles of organization (division of work, unity of command, hierarchy).	6
III	Neo-Classical Approaches Human Relations Movement -Hawthorne Studies – Elton Mayo -Behavioral approach -Motivation theories (Maslow, Herzberg, McGregor) -Informal organization.	6
IV	Modern Administrative Theories and Functions Decision-making theory – Herbert A. Simon -Systems theory -Contingency theory -Functions of administration: planning, organizing, staffing, directing, controlling - Leadership, communication, and coordination.	6
V	Contemporary Trends and Challenges New Public Management (NPM) -Governance and administrative reforms -E-governance and digital administration -Ethics, accountability, and transparency - Globalization and emerging challenges in administration.	6
	Total	30
	Course Outcome	Programme Outcome
CO	On completion of this course, students will learn	

1	Explain the evolution of administrative visioners	PO1
2	Compare classical, neo-classical, and modern administrative approaches	PO1,PO2
3	Analyze administrative principles and functions	PO2,PO3
4	Apply administrative theories in real-life situations	
5	Evaluate contemporary administrative trends and challenges	PO3,PO4,PO5

	Text Book
1	Administrative Behavior – Herbert A. Simon
2	New Horizons of Public Administration – Mohit Bhattacharya
3	Administrative Thinkers – D. Ravindra Prasad
4	Administrative Behavior – Herbert A. Simon
Sl.No	Reference Book
1	Woodrow Wilson (1887) – <i>The Study of Administration</i>
2	Frederick Winslow Taylor (1911) – <i>The Principles of Scientific Management</i>
3	Abraham Maslow (1954) – <i>Motivation and Personality</i>
4	Herbert A. Simon (1947) – <i>Administrative Behavior</i>
5	Mohit Bhattacharya (Latest ed., 2018) – <i>New Horizons of Public Administration</i>
Sl.No	Web Resources
1	IGNOU eGyanKosh – Administrative Theory materials
2	National Digital Library of India – Public Administration resources
3	OECD – Governance and public management reports
4	World Bank – Public sector governance insights

MAPPING WITH PROGRAMME OUTCOMES CO-PO Mapping (Course Articulation Matrix)

Work to be done

PSOs

-Seven

MAPPING of COs with Pos

Title of the course	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7	Total
CO1	3	2	1	1	1	0	1	9
CO2	2	3	2	1	2	0	1	11
CO3	1	2	3	2	2	1	1	12
CO4	1	1	2	3	2	3	3	15
Total score of all courses contributing to PSO	7	8	8	7	7	4	6	47
CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	
CO1	3	2	1	1	1	0	1	
CO2	3	3	2	1	2	1	1	
CO3	2	3	3	2	2	1	2	
CO4	1	2	3	3	2	3	3	
Total Score	9	10	9	7	7	5	7	

Model Question

ADMINISTRATIVE VISIONARIES AND PRINCIPLES

M.A Degree Examination

PART -A

(15X1=15Marks)

Answer All Questions.

Choose the correct answer

1. Administrative theory helps in:
a) Entertainment b) Improving management practices
c) Cooking d) Sports training
2. The scope of administration includes:
a) Only planning b) Only controlling
c) All management functions d) Only staffing
3. Public administration mainly serves:
a) Individuals only b) Society
c) Businesses d) Courts
4. Fayol is associated with:
a) Bureaucracy b) Administrative theory
c) Human relations d) Psychology
5. Max Weber is known for:
a) Scientific management b) Bureaucracy
c) Motivation theory d) Systems theory
6. Fayol identified how many principles?
a) 10 b) 14 c) 5 d) 20
7. Maslow is known for:
a) Bureaucracy b) Hierarchy of needs
c) Scientific management d) Systems theory
8. Informal organization refers to:
a) Official structure b) Social relationships
c) Legal rules d) Government system
9. Neo-classical approach highlights:
a) Structure only b) Human element
c) Machines only d) Law only
10. Staffing means:
a) Machines b) Recruitment of people
c) Planning only d) Budgeting
11. Contingency theory suggests:
a) One best way b) No rules
c) Situation-based decisions d) No planning
12. Leadership style depends on:
a) Situation b) Color
c) Weather d) Age only
13. Ethics in administration means:
a) Corruption b) Moral behavior
c) Delay d) Ignorance
14. E-governance improves:
a) Delay b) Confusion
c) Efficiency d) Corruption

15. Digital governance reduces:
- a) Speed b) Efficiency
 - c) Transparency d) Corruption

PART -B

(5X4=20 Marks)

Answer All questions, choosing either(a) or (b).

Each answer should not exceed 250 words

- 16.a) Differentiate between public administration and private administration.
(or)
- b) Apply the concept of administration to a government organization and a private company.
- 17.a) Describe Henri Fayol's Administrative Theory.
(or)
- b) Analyze the strengths and weaknesses of Weber's Bureaucratic model.
- 18.a) Apply human relations principles in a school or office setting.
(or)
- b) Examine the role of informal organizations in productivity.
- 19.a) Explain Herbert Simon's Decision-Making Theory.
(or)
- b) Analyze the interrelationship between administrative functions.
- 20.a) Evaluate the role of accountability in governance.
(or)
- b) Compare traditional administration with e-governance systems.

PART -C

(5X8=40 Marks)

Answer All questions, choosing either(a) or (b).

Each answer should not exceed 600 words

- 21.a) Examine the evolution of administrative thought and its relevance in modern governance systems.
(or)
- b) Assess the contributions of early thinkers in shaping administrative thought.
- 22.a) Compare the principles of division of work, unity of command, and hierarchy.
(or)
- b) Design an ideal organizational structure using principles of classical theory.
- 23.a) Evaluate Herzberg's two-factor theory in improving employee satisfaction.
(or)
- b) Critically assess McGregor's Theory X and Theory Y in modern organizations.
- 24.a) Assess the role of leadership, communication, and coordination in administration.
(or)
- b) Develop a contingency-based administrative strategy for crisis management.
- 25.a) Discuss challenges posed by globalization to public administration.
(or)
- b) Evaluate the importance of ethics, accountability, and transparency in governance.

INDIAN CONSTITUTION AND GOVERNMENT

Course Code	Course Name	Category	L	T	P	S	Credits	Hours	Marks		Total
									Internal	External	
	Indian Constitution and Government	Core - 3	Y	-	-	-	4	6	25	75	100
Course Objectives											
C1	To understand the historical background and basic features of the Indian Constitution.										
C2	To explain the structure and functions of the Executive, Legislature, and Judiciary in India.										
C3	To develop awareness about Fundamental Rights, Duties, Directive Principles, and citizenship.										
C4	To study the administration of Union, State, and Local Governments and their roles in democracy.										
C5	To analyze constitutional provisions related to emergency, elections, and welfare commissions for democratic governance.										
UNIT	CONTENT									NO. OF. HOURS	
I	Introduction to Indian Constitution : Historical background – Constituent Assembly - The making of the Indian Constitution – Sources of Indian constitution – Philosophy of Indian Constituent- Union and its Territories Citizenship, Fundamental Rights and Duties, Directive Principles of State Policy									6	
II	The Union: Executive, Legislative and Judiciary : Union Government and its Administration : President and Vice President: Role, power and position, Prime Minister and Council of ministers, Cabinet and Central Secretariat, Lok Sabha: Speaker and Deputy Speaker, Rajya Sabha: Chairman and Deputy Chairman, The Supreme Court and High Court: Powers and Functions.									6	
III	The States and The Union Territories : State Government and its Administration: Governor - Role and Position – Chief Minister and Council of ministers, State Secretariat: Organisation, Structure and Functions – Relation between the Union and the States.									6	
IV	Local Administration: District's Administration Head – Role and Importance, Municipalities – Mayor and role of Elected Representative – Panchayati Raj: Functions PRI: Zilla Panchayat, Elected officials and their roles – Block level Organizational Hierarchy, Village level – Role of Elected and Appointed officials – Importance of grass-root democracy. 73rd and 74th Constitutional Amendment Act 1992.									6	
V	Emergency Provisions and Election Commission Emergency: Proclamation of Emergency, types of Emergency -									6	

	Election Commission: Role of Chief Election Commissioner - State Election Commission - Functions of Commissions for the welfare of SC/ST/OBC and women.	
TOTAL		30
Course Outcome		Program me Outcome
C O	On Completion of this Course, Students will learn	
1	Explain the basic principles, structure, and philosophy of the Indian Constitution.	PO1, PO5
2	Describe the powers and functions of the Union, State, and Local Governments in India.	PO1, PO2
3	Analyze the role of constitutional institutions such as the Judiciary, Election Commission, and local self-government bodies.	PO2, PO3, PO7
4	Apply constitutional knowledge to understand democratic processes, citizens’ rights and duties, and governance in India.	PO3, PO4, PO5. PO6
TEXT BOOK		
1	Indian Administration: Evolution and Practice - Bidyut Chakrabarty and Prakash Chand,	
2	Introduction to the Constitution of India - Durga Das Basu,	
3	Indian Polity - M. Laxmikanth	
4	The Constitution of India, A Contextual Analysis - A. Thiruvengadam	
5	The Indian Constitution - M. Khosla	
REFERENCE BOOK		
1	Madhav Khosla, “India’s Founding Moment – The Constitution of a Most Surprising Democracy”, Maurice and Lula Bradley Smith Memorial Fund, 2020	
2	Granville Austin, “The Indian Constitution, Cornerstone of a Nation”, Clarendon Press, ed. 2020.	
3	S.K. Chaube, The Making and Working of the Indian Constitution, New Delhi: National Book Trust, 2010.	
4	S. Kashyap, Our Constitution: An Introduction to India’s Constitution and Constitutional Law, National Book Trust, New Delhi, 2017.	
5	M.P.Singh and RekhaSaxena, Federalising India in the Age of Globalisation, Primus Books, New Delhi, 2013.	
WEB RESOURCES		
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/	
Work to be done		
PSOs		
• Seven		

Title of the Course	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5	PSO 6	PSO 7	TOTAL
CO1	3	3	3	2	2	2	2	
CO2	3	3	3	3	2	2	2	
CO3	2	3	2	2	2	2	2	
CO4	2	2	3	2	2	2	2	
Total Score of all Courses Contributing to PSO	10	11	11	9	8	8	8	66
MAPPING OF COs with POS								
CO	PO1	PO 2	PO3	PO4	PO5	PO6	PO7	
CO1	3	3	2	3	3	2	2	
CO2	3	3	3	2	2	3	2	
CO3	3	3	3	2	3	2	3	
CO4	3	3	2	2	2	2	2	
TOTAL SCORE	12	12	10	9	10	9	9	

0 – No Correlation

1 – Low

2 – Medium

3 – High

Part A – 15 * 1 = 15 Marks

1. Who is known as the Chairman of the Drafting Committee of the Indian Constitution?
A. Jawaharlal Nehru
B. B. R. Ambedkar
C. Rajendra Prasad
D. Sardar Patel
2. Which part of the Indian Constitution deals with Fundamental Rights?
A. Part II
B. Part III
C. Part IV
D. Part V
3. The President of India is elected by:
A. Lok Sabha only
B. Rajya Sabha only
C. Members of Parliament and State Legislatures
D. Supreme Court Judges
4. Which of the following best explains the purpose of Directive Principles of State Policy?
A. They are enforceable by courts
B. They guide the government in policy-making
C. They are meant only for state governments
D. They deal with emergency powers
5. Why is the Indian Constitution called a “living document”?
A. It is handwritten
B. It can be amended according to changing needs
C. It is the longest Constitution
D. It was written by many leaders
6. The main function of the Election Commission of India is to:
A. Frame laws for Parliament
B. Conduct free and fair elections
C. Appoint Governors
D. Control the judiciary
7. If a citizen’s Fundamental Rights are violated, which institution can the citizen approach for justice?
A. Election Commission
B. Supreme Court or High Court
C. UPSC
D. Finance Commission
8. A village wants to improve local sanitation through people’s participation. Which institution should take the lead?
A. Parliament
B. Supreme Court
C. Gram Panchayat
D. Rajya Sabha
9. During a national emergency caused by war, which constitutional provision is applied?
A. Fundamental Duties
B. Emergency Provisions
C. Directive Principles
D. Citizenship Provisions
10. Which situation best reflects the principle of separation of powers?
A. Parliament conducts elections
B. Judiciary reviews laws passed by Parliament
C. President acts as Chief Justice
D. Election Commission makes laws
11. Why are Fundamental Rights considered essential in a democracy?
A. They increase government powers
B. They protect citizens from misuse of authority
C. They reduce elections
D. They control local governments
12. Which of the following best shows cooperative federalism in India?
A. States working independently from the Union

- B. Union Government controlling all subjects
 - C. Union and States working together on common issues
 - D. Judiciary controlling the executive
13. Which constitutional body is most suitable for ensuring transparency in government financial activities?
- A. UPSC B. CAG C. Election Commission D. Gram Panchayat
14. Which of the following is the best measure to strengthen grassroots democracy?
- A. Reducing local body elections
 - B. Increasing powers of Panchayati Raj Institutions
 - C. Centralizing all administration
 - D. Limiting participation of citizens
15. If Parliament passes a law violating Fundamental Rights, which institution should evaluate its constitutional validity?
- A. Election Commission B. Rajya Sabha
C. Judiciary D. State Secretariat

Part B – 5 * 4 = 20 Marks

Answer the following question, choosing either A or B

16. (a) Explain the historical background of the Indian Constitution
Or
(b) Describe the Composition and Functions of Constituent Assembly
17. (a) What are Fundamental Rights? Explain any five Fundamental Rights guaranteed by the Constitution of India.
Or
(b) Define Fundamental Duties. Explain the significance of Fundamental Duties in promoting responsible citizenship.
18. (a) Explain the powers and functions of the President of India as the constitutional head of the Union Government.
Or
(b) Discuss the role of the Prime Minister and Council of Ministers in the administration of the Union Government.
19. (a) Describe the structure and functions of Panchayati Raj Institutions at village, block, and district levels.
Or
(b) Explain the role and importance of Municipalities in local self-government and urban administration.
20. (a) What are Emergency Provisions in the Indian Constitution? Briefly explain the three types of emergencies.
Or
(b) Explain the composition, powers, and functions of the Election Commission of India in conducting free and fair elections.

Part C – 5 * 8 = 40 Marks

Answer the following questions choosing either A or B

21. (a) Discuss the salient features of the Indian Constitution. Explain how these features make the Constitution unique.
Or
(b) Explain the sources and philosophy of the Indian Constitution. How did different countries influence the Indian Constitution?
22. (a) Describe the composition, powers, and functions of the Parliament of India with special reference to Lok Sabha and Rajya Sabha.

Or

(b) Explain the composition, powers, and functions of the Supreme Court and High Courts. Discuss their role in protecting the Constitution.

23. (a) Discuss the relationship between the Union and the States in India. Explain the legislative, administrative, and financial relations between them.

Or

(b) Explain the role, powers, and functions of the Governor in State administration. How does the Governor act as a link between the Union and the State?

24. (a) Analyze the significance of the 73rd and 74th Constitutional Amendment Acts in strengthening local self-government in India.

Or

(b) Discuss the importance of grassroots democracy in India. Explain the role of Panchayati Raj Institutions and Municipalities in democratic decentralization.

25. (a) Evaluate the role of constitutional institutions such as the CAG, UPSC, and Election Commission in maintaining transparency, accountability, and democracy in India.

Or

(b) Discuss the Emergency provisions of the Indian Constitution. Explain their impact on the federal structure and democratic system of India.

LABOUR WELFARE AND INDUSTRIAL RELATIONS

Course Code	Course Name	Category	L	T	P	S	Credits	Inst. Hours	Marks		
									CI A	External	Total
	Labour Welfare and Industrial Relations	Elective 1	Y	-	-	-	3	6	25	75	100

Course Objectives

C1	To understand the concepts and evolution of labour welfare and industrial relations
C2	To examine labour legislation and institutional mechanisms
C3	To analyze trade unions and collective bargaining processes
C4	To study dispute resolution and industrial harmony
C5	To assess contemporary challenges in labour administration

UNIT	Content	No. of Hours
I	Foundations of Labour Welfare Administration Meaning, nature, and scope of labour welfare - Evolution of labour welfare in India - Principles and approaches to labour welfare - Labour policy and labour administration - Role of International Labour Organization	6
II	Industrial Relations System Meaning and scope of industrial relations - Theories of industrial relations - Actors in industrial relations: State, employers, workers - Causes and consequences of industrial disputes - Industrial relations in India	6
III	Labour Legislation and Institutional Framework Labour laws in India: overview - Industrial Disputes Act 1947 - Trade Unions Act 1926 - Wage and social security legislations - Labour welfare boards and institutions	6
IV	Trade Unions and Collective Bargaining Trade union movement in India - Structure and functions of trade unions - Collective bargaining: concept, process, and types - Negotiation skills and settlement mechanisms - Role of unions in industrial democracy	6
V	Contemporary Issues in Industrial Relations Industrial conflict and dispute resolution mechanisms - Impact of globalization and liberalization - Labour reforms and new labour codes in India - Human resource development and industrial relations - Future of labour welfare and industrial harmony.	6
	Total	30
	Course Outcome	Programme Outcome

CO	On completion of this course, students will learn	
1	Explain labour welfare concepts and institutional frameworks	PO1, PO2
2	Analyze industrial relations systems and theories	PO2, PO4
3	Evaluate labour laws and dispute settlement mechanisms.	PO3, PO5
4	Examine trade unionism and collective bargaining	PO4
5	Assess emerging issues in labour and industrial relation	PO5, PO6, PO7

	Text Book
1	P. R. N. Sinha, Indu Bala Sinha & Seema Priyadarshini Shekhar, Industrial Relations, Trade Unions, and Labour Legislation, Pearson Education, New Delhi, 2017
2	C. B. Mamoria & S. V. Gankar, Dynamics of Industrial Relations, Himalaya Publishing House, Mumbai, 2016
3	V. V. Giri, Labour Problems in Indian Industry, Asia Publishing House, Mumbai, 1972 (Classic foundational text)
4	T. N. Bhagoliwal, Personnel Management and Industrial Relations, Agra Sahitya Bhawan, Agra, 2013

Sl.No	Reference Book
1	O. P. Malhotra, The Law of Industrial Disputes, LexisNexis Butterworths, New Delhi, 2018
2	S. N. Mishra & V. K. Puri, Indian Economy (Relevant labour chapters), Himalaya Publishing House, Mumbai, 2020
3	Arun Monappa, Ranjeet Nambudiri & Patturaja Selvaraj, Industrial Relations and Labour Laws, McGraw Hill Education, New Delhi, 2012
4	K. N. Vaid, Labour Welfare in India, Sri Ram Centre for Industrial Relations, New Delhi, 1998
5	P. L. Malik, Industrial Law, Eastern Book Company, Lucknow, 2015
Sl.No	Web Resources
1	https://labour.gov.in
2	https://www.ilo.org
3	https://www.indiacode.nic.in
4	https://epgp.inflibnet.ac.in

CO- PO Mapping (Course Articulation Matrix)

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

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

CO- PSO Mapping (Course Articulation Matrix)

CO/PSO	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7
CO1	3	3	1	1	1	1	1
CO2	2	3	2	3	2	1	2
CO3	2	2	3	2	3	2	2
CO4	2	2	2	3	2	1	2
CO5	1	2	2	2	3	3	3
Weightage	10	12	10	11	11	8	10
Weighted Percentage of Course Contribution to POS	2.0	2.4	2.0	2.2	2.2	1.6	2.0

LABOUR WELFARE AND INDUSTRIAL RELATIONS

Hrs: 3

PART – A (15 × 1 = 15marks) marks 75

Answer ALL questions

1. What is labour welfare?
a) Profit sharing b) Worker well-being c) Tax system d) Trade
2. Which organization promotes labour standards globally?
a) WHO b) ILO c) IMF d) WTO
3. When was ILO established?
a) 1919 b) 1947 c) 1926 d) 1950
4. What is industrial relations? (K1)
a) Worker-employer relations b) Trade system c) Finance system d) Legal system
5. Which is an actor in industrial relations?
a) Teachers b) Workers c) Students d) Judges
6. What is an industrial dispute?
a) Agreement b) Conflict c) Training d) Welfare
7. Which Act deals with industrial disputes?
a) Factory Act b) Industrial Disputes Act c) Trade Act d) Labour Act
8. When was the Trade Unions Act passed?
a) 1947 b) 1926 c) 1956 d) 1919
9. What is collective bargaining?
a) Individual decision b) Group negotiation c) Conflict d) Training
10. Which represents workers?
a) Court b) Trade union c) Company d) Government
11. What is globalization?
a) Isolation b) Global integration c) Local trade d) Policy
12. Which ensures dispute settlement?
a) Strike b) Negotiation c) Delay d) Protest
13. What is labour legislation? (K1)
a) Rules for workers b) Trade rules c) Policies d) Finance
14. Which affects industrial harmony? (K1)
a) Conflict b) Cooperation c) Welfare d) All the above
15. Which body protects labour rights? (K1)
a) ILO b) RBI c) SEBI d) NITI Aayog

PART – B (5 × 4 = 20 Marks)

Answer ALL questions (Either or)

16. a) Explain the meaning and scope of labour welfare.

OR

- b) Describe the role of ILO in labour welfare.

17. a) Explain the causes of industrial disputes.

OR

- b) Describe the actors in industrial relations.

18. a) Explain the Industrial Disputes Act, 1947.

OR

- b) Describe the Trade Unions Act, 1926.

19. a) Explain collective bargaining.

OR

- b) Describe functions of trade unions.

20. a) Explain globalization and its impact on labour.

OR

- b) Describe labour reforms in India.

PART – C (5 × 8 = 40 Marks)

Answer ALL questions (Either or)

21. a) Analyze the evolution of labour welfare in India.

OR

b) Evaluate labour welfare policies in India.

22. a) Analyze industrial relations system in India.

OR

b) Evaluate theories of industrial relations.

23. a) Analyze labour legislation in India.

OR

b) Evaluate effectiveness of labour laws.

24. a) Analyze collective bargaining process.

OR

b) Evaluate role of trade unions in industrial democracy.

25. a) Analyze contemporary issues in industrial relations.

OR

b) Evaluate impact of globalization and labour reforms.

PUBLIC ENTERPRISES AND CORPORATE GOVERNANCE

Course Code	Course Name	Category	L	T	P	S	Credits	Inst. Hours	Marks		
									CI A	External	Total
	Public Enterprises and Corporate Governance	Elective 1	Y	-	-	-	3	6	25	75	100

Course Objectives

C1	To understand the role and significance of public enterprises in economic development
C2	To examine organizational and managerial aspects of public sector undertakings
C3	To analyze corporate governance principles in public enterprises
C4	To study accountability, transparency, and performance evaluation
C5	To assess reforms and emerging trends in public sector governance

UNIT	Content	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	6
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 and productivity	6
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	6
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	6
V	Reforms and Emerging Trends Liberalization, privatization, and disinvestment - Public–Private Partnership (PPP) - Corporate governance reforms	6

	in India - Globalization and challenges to public enterprises - Future of public sector governanc.	
	Total	30
	Course Outcome	Programme Outcome
CO	On completion of this course, students will learn	
1	Explain the concept, evolution, and types of public enterprises	PO1, PO2
2	Analyze organizational and managerial practices in public sector undertaking	PO3,PO4
3	Evaluate labour laws and dispute settlement mechanisms.	PO4,PO5, PO6
4	Assess accountability and performance of public enterprises	PO4, PO5
5	Examine reforms, disinvestment, and emerging governance challenge	PO5,PO6,PO7

	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

Sl.No	Reference Book
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.
Sl.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

CO- PO Mapping (Course Articulation Matrix)

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

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

CO- PSO Mapping (Course Articulation Matrix)

CO/PSO	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7
CO1	3	2	1	-	-	-	-
CO2	1	2	3	2	1	-	-
CO3	-	2	2	3	3	2	1
CO4	-	-	2	3	3	2	2
CO5	-	-	1	2	3	3	3
Weightage	04	06	09	10	10	07	06
Weighted Percentage of Course Contribution to POS	0.8	1.2	1.8	2.0	2.0	1.4	1.2

PUBLIC ENTERPRISES AND CORPORATE GOVERNANCE

Hrs: 3

PART – A (15 × 1 = 15marks) marks 75

Answer ALL questions

1. Public enterprises are mainly concerned with:
a) Private profit b) Public welfare c) Foreign trade d) Judiciary
2. Which sector is owned and controlled by the government?
a) Private sector b) Public sector c) Joint sector d) Cooperative sector
3. Departmental undertakings are controlled by:
a) Parliament b) Ministry c) Judiciary d) Private firms
4. Public corporations are created by:
a) Company Act b) Special Act of Parliament c) Private agreement d) Constitution
5. Government companies are registered under:
a) Constitution b) Companies Act c) Labour Act d) Finance Act
6. Board of Directors is responsible for:
a) Daily labor work b) Policy decisions c) Judicial review d) Tax collection
7. Managerial autonomy means:
a) No control b) Freedom in decision-making c) Political control d) Financial loss
8. Financial management deals with:
a) Recruitment b) Funds and expenditure c) Discipline d) Training
9. Corporate governance ensures:
a) Secrecy b) Accountability c) Delay d) Corruption
10. Stakeholders include:
a) Only employees b) Only managers c) All interested parties d) Only government
11. SEBI is a:
a) Judicial body b) Regulatory authority c) Private firm d) Trade union
12. Parliamentary control ensures:
a) Independence b) Accountability c) Profit d) Secrecy
13. Audit is related to:
a) Training b) Financial checking c) Recruitment d) Discipline
14. Privatization means:
a) Government control b) Transfer to private sector
c) Public ownership d) Nationalization
15. PPP stands for:
a) Public Private Partnership b) Public Policy Plan
c) Private Public Policy d) Public Profit Plan

PART – B (5 × 4 = 20 Marks)

Answer ALL questions (Either or)

16. a) Explain the meaning and scope of public enterprises.

OR

b) Describe types of public enterprises.

17. a) Explain the role of Board of Directors.

OR

b) Describe financial management in public enterprises.

18. a) Explain the principles of corporate governance.

OR

b) Describe the role of stakeholders.

19. a) Explain parliamentary control over public enterprises.

OR

b) Describe audit and accountability.

20. a) Explain privatization and disinvestment.

OR

- b) Describe Public–Private Partnership (PPP).

PART – C (5 × 8 = 40 Marks)

Answer ALL questions (Either or)

21. a) Analyze the role of public enterprises in economic development.

OR

- b) Compare public and private sectors.

22. a) Evaluate organization and management of public enterprises.

OR

- b) Analyze issues of efficiency and productivity.

23. a) Examine corporate governance in public enterprises.

OR

- b) Analyze governance models and frameworks in India.

24. a) Evaluate accountability and performance evaluation mechanisms.

OR

- b) Analyze transparency and ethical governance practices.

25. a) Assess the impact of globalization on public enterprises.

OR

- b) Analyze reforms and emerging trends in public sector governance.

ETHICS IN GOVERNANCE

Course Code	Course Name	Category	L	T	P	S	Credits	Inst. Hours	Marks		
									CI A	External	Total
	Ethics In Governance	Elective 2	Y	-	-	-	3	6	25	75	100

Course Objectives

C1	To introduce the concept and significance of ethics in governance and public administration.
C2	To examine ethical theories, values, and principles relevant to public service.
C3	To analyse ethical issues and dilemmas in public administration.
C4	To evaluate the role of accountability, transparency, and integrity mechanisms.
C5	To develop ethical decision-making skills in governance practices.

UNIT	Content	No. of Hours
I	Introduction to Ethics in Governance Meaning, Nature, and Scope of Ethics - Ethics vs Morality vs Law - Importance of Ethics in Public Administration - Values in Public Service	6
II	Ethical Theories and Approaches Utilitarianism – Deontology - Virtue Ethics - Gandhian Ethics in Governance - Code of Ethics and Code of Conduct	6
III	Ethical Issues in Governance Corruption: Causes and Consequences - Conflict of Interest - Ethical Dilemmas in Public Administration - Whistle Blowing and Protection Mechanisms	6
IV	Accountability and Transparency Concepts of Accountability and Transparency - Right to Information (RTI) - Citizen Charter - Role of Ombudsman (Lokpal and Lokayukta) - E-Governance and Ethics	6
V	Ethics and Good Governance Integrity in Public Service - Ethical Leadership - Corporate Governance and Ethics - Role of Civil Society and Media - Case Studies on Ethical Governance.	6
	Total	30
	Course Outcome	Programme Outcome
CO	On completion of this course, students will learn	
1	Explain the meaning, nature, and importance of ethics in governance.	PO1, PO2, PO7
2	Describe ethical theories and values guiding public administration.	PO1,PO2,PO4
3	Analyse ethical dilemmas and corruption issues in governance.	PO3,PO4,PO7

4	Evaluate institutional mechanisms for promoting ethics and accountability.	PO4, PO5, PO7
5	Formulate ethical strategies for good governance and public service delivery	PO5,PO6,PO7

	Text Book
1	B. Chakrabarty, Ethics in Governance in India, Routledge, New Delhi, 2016.
2	Ramesh K. Arora, Ethics in Governance: Reinventing Public Services, Routledge, New Delhi, 2014
3	R. K. Mishra & Geetika, Ethics in Governance: Resolution of Dilemmas with Case Studies, BSP Books, Hyderabad, 2016 (2nd Edition).
4	Peter Utting & José Carlos Marques (Eds.), The Ethics of Governance: Moral Limits of Policy Decisions, Springer, Singapore, 2021

Sl.No	Reference Book
1	Terry L. Cooper, The Responsible Administrator: An Approach to Ethics for the Administrative Role, Jossey-Bass, San Francisco, 2012 (6th Edition).
2	H. George Frederickson & Richard K. Ghore, Ethics in Public Management M.E. Sharpe, New York, 200
3	Raymond W. Cox III, Ethics and Integrity in Public Administration: Concepts and Cases, Routledge, New York, 2009.
4	Paul H. Appleby, Morality and Administration in Democratic Government, Louisiana State University Press, Baton Rouge, 1952.
5	Kathryn G. Denhardt & Robert B. Denhardt, The New Public Service: Serving, Not Steering, Routledge, New York, 2015 (Revised Edition)
Sl.No	Web Resources
1	https://egyankosh.ac.in/handle/123456789/20487
2	https://darpg.gov.in/sites/default/files/ethics_in_governance
3	https://www.undp.org/publications/governance-sustainable-human-development
4	https://darpg.gov.in/sites/default/files/ethics_in_governance_0

CO- PO Mapping (Course Articulation Matrix)

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

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

CO- PSO Mapping (Course Articulation Matrix)

CO/PSO	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7
CO1	3	1	1	-	-	2	-
CO2	2	2	1	1	-	2	-
CO3	-	3	2	2	-	1	-
CO4	-	2	2	3	1	2	1
CO5	-	1	2	2	3	2	2
Weightage	05	09	08	08	04	09	03
Weighted Percentage of Course Contribution to POS	1.0	1.8	1.6	1.6	0.8	1.8	0.6

ETHICS IN GOVERNANCE – Model Question Paper

Hrs: 3

PART – A (15 × 1 = 15marks) marks 75

Answer ALL questions

1. Ethics mainly deals with:
a) Laws b) Moral principles c) Economy d) Politics
2. Which term refers to personal beliefs of right and wrong?
a) Law b) Ethics c) Morality d) Governance
3. Ethics in public administration ensures:
a) Corruption b) Efficiency and integrity c) Delay d) Secrecy
4. Utilitarianism focuses on:
a) Duty b) Maximum happiness c) Virtue d) Law
5. Deontology is based on:
a) Consequences b) Duty c) Profit d) Happiness
6. Gandhian ethics emphasizes:
a) Violence b) Truth and non-violence c) Profit d) Power
7. Corruption means:
a) Honesty b) Misuse of power c) Transparency d) Efficiency
8. Conflict of interest occurs when:
a) Public interest is served b) Personal interest affects duty c) Law is followed
d) Work is delayed
9. Whistleblowing refers to:
a) Hiding information b) Reporting wrongdoing c) Promotion d) Transfer
10. RTI stands for:
a) Right to Information b) Right to Income c) Right to Inquiry d) Right to Institution
11. Citizen Charter ensures:
a) Secrecy b) Service standards c) Corruption d) Delay
12. Lokpal is an:
a) Court b) Ombudsman c) Company d) NGO
13. Integrity means:
a) Dishonesty b) Honesty and consistency c) Delay d) Power
14. Ethical leadership promotes:
a) Corruption b) Accountability c) Secrecy d) Conflict
15. Media in governance helps in:
a) Hiding facts b) Transparency c) Delay d) Corruption

PART – B (5 × 4= 20 Marks)

Answer ALL questions (Either or)

16. a) Explain the meaning and importance of ethics in governance.

OR

b) Differentiate between ethics, morality, and law.

17. a) Explain utilitarianism and deontology.

OR

b) Describe Gandhian ethics in governance.

18. a) Explain causes and effects of corruption.

OR

b) Describe ethical dilemmas in public administration.

19. a) Explain accountability and transparency.

OR

b) Describe the role of RTI and Citizen Charter.

20. a) Explain ethical leadership in governance.

OR

- b) Describe the role of civil society in good governance.

PART – C (5 × 8 = 40 Marks)

Answer ALL questions (Either or)

21. a) Analyze the importance of ethics in public administration.

OR

- b) Examine values in public service.

22. a) Evaluate different ethical theories in governance.

OR

- b) Analyze the role of code of ethics and conduct.

23. a) Analyze corruption and its impact on governance.

OR

- b) Examine whistleblowing and protection mechanisms.

24. a) Evaluate accountability mechanisms in governance.

OR

- b) Analyze the role of Lokpal and e-governance.

25. a) Evaluate ethics and good governance practices.

OR

- b) Analyze the role of media and civil society in ethical governance.

ENVIRONMENTAL SUSTAINABILITY

Course Code	Course Name	Category	L	T	P	S	Credits	Inst. Hours	Marks		
									CI A	External	Total
	Environmental Sustainability	Elective 2	Y	-	-	-	3	6	25	75	100

Course Objectives

C1	To understand the foundations and relevance of sustainability in governance.
C2	To explain the administrative and policy dimensions of environmental management.
C3	To examine environmental problems and emerging challenges.
C4	To apply legal and institutional frameworks in environmental governance.
C5	To design practical and sustainable administrative solutions.

UNIT	Content	No. of Hours
I	Foundations of Sustainability Thinking Basic ideas of environment, ecology, and sustainability - Evolution of sustainable development (global to local context) - Human-environment relationship - Need for sustainability in modern governance	6
II	Administrative Role in Environmental Management Functions of public administration in environmental protection - Policy-making process in environmental governance - Role of Panchayats and Urban Local Bodies - Participation of NGOs and citizens	6
III	Contemporary Environmental Concerns Climate change and global warming - Pollution and waste management - Deforestation and biodiversity loss - Urban environmental stress and resource depletion	6
IV	Legal Systems and Institutional Response Major environmental legislations in India - Role of regulatory institutions and enforcement agencies - Environmental justice and public interest litigation - Role of United Nations Environment Programme in global governance	
V	Pathways to Sustainable Governance Sustainable Development Goals (SDGs) - Environmental Impact Assessment (EIA) - Green technology and renewable energy - Corporate Social Responsibility (CSR) - Best practices and case studies	6
	Total	30
	Course Outcome	Programme Outcome
CO	On completion of this course, students will learn	

1	Explain core ideas and importance of sustainability in governance.	PO1, PO2, PO4
2	Describe administrative and policy approaches to environmental management.	PO2,PO3,PO4
3	Analyse environmental problems and governance challenges.	PO4,PO5,PO7
4	Apply environmental laws and institutional mechanisms.	PO3, PO5, PO7
5	Develop sustainable governance strategies.	PO5,PO6,PO7

	Text Book
1	Robert Brinkmann, Introduction to Sustainability (2nd Edition), John Wiley & Sons, New York, 2021.
2	Daniel J. Sherman & David R. Montgomery, Environmental Science and Sustainability (2nd Edition), W. W. Norton & Company, New York, 2023.
3	G. Tyler Miller & Scott E. Spoolman, Environmental Science (17th Edition), Cengage Learning, Boston, 2025.
4	Rao Y. Surampalli et al., Sustainability: Fundamentals and Applications, John Wiley & Sons, Canada, 2020.
Sl.No	Reference Book
1	Peter Rogers, Kazi F. Jalal & John A. Boyd, An Introduction to Sustainable Development, Earthscan Publications, London, 2007.
2	Sharon Beder, Environmental Principles and Policies, Routledge, London, 2006.
3	Choy Yee Keong, Global Environmental Sustainability (2nd Edition), Elsevier, Amsterdam, 2020.
4	Mark Diesendorf & Clive Hamilton (Eds.), Human Ecology, Human Economy: Ideas for an Ecologically Sustainable Future, Allen & Unwin, Sydney, 1997.
5	Michael Begon, Colin R. Townsend & John L. Harper, Ecology: From Individuals to Ecosystems (4th Edition), Blackwell Publishing, Oxford, 2006.
Sl.No	Web Resources
1	https://www.unep.org
2	https://moef.gov.in
3	https://www.undp.org/sustainable-development-goal
4	https://www.worldbank.org/en/topic/environment

CO- PO Mapping (Course Articulation Matrix)

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

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

CO- PSO Mapping (Course Articulation Matrix)

CO/PSO	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7
CO1	3	2	1	1	1	2	1
CO2	2	2	3	1	1	2	2
CO3	1	3	2	2	1	2	2
CO4	1	2	3	3	1	2	2
CO5	1	2	2	2	3	3	3
Weightage	08	11	11	09	07	11	10
Weighted Percentage of Course Contribution to POS	1.6	2.2	2.2	1.8	1.4	2.2	2.0

ENVIRONMENTAL SUSTAINABILITY – Model Question Paper

Hrs: 3 PART – A (15 × 1 = 15marks) marks 75

Answer ALL questions

- 1 What is meant by sustainability?
a) Development without limits b) Balanced development c) Industrial growth
d) Urbanization
2. Which concept explains the human–environment relationship?
a) Ecology b) Politics c) Economy d) Trade
3. When did the concept of sustainable development gain global importance?
a) 1950s b) 1980s c) 2000s d) 2020s
4. What is the main role of public administration in environment?
a) Trade b) Protection c) Entertainment d) Transport
5. Which institution works at the village level?
a) Parliament b) Panchayat c) Supreme Court d) RBI
6. What is climate change?
a) Weather change daily b) Long-term climate variation c) Rainfall only d)
Wind movement
7. Which causes global warming?
a) Oxygen b) Greenhouse gases c) Nitrogen d) Water
8. What is deforestation?
a) Planting trees b) Cutting forests c) Water saving d) Recycling
9. Which is a type of pollution?
a) Soil b) Culture c) Trade d) Tourism
- 10 What is EIA?
a) Economic Impact Analysis b) Environmental Impact Assessment
c) Energy Impact Action d) Environmental Internal Audit
11. Which body enforces environmental laws in India?
a) Election Commission b) Pollution Control Board c) Finance Commission d)
UPSC
12. What is PIL?
a) Private Interest Law b) Public Interest Litigation
c) Policy Implementation Law d) Public Internal Law
13. Which organization works globally for environment?
a) WHO b) IMF c) UNEP d) WTO
14. What does SDGs stand for?
a) Social Development Goals b) Sustainable Development Goals
c) State Development Goals d) Strategic Development Goals
15. Which is a renewable energy source?
a) Coal b) Solar energy c) Petrol d) Diesel

PART – B (5 × 4 = 20 Marks)

Answer ALL questions (Either or)

16. a) Explain the concept of sustainability.
OR
b) Describe the human–environment relationship.
- 17.a) Explain the role of public administration in environmental management.
b) Describe the role of Panchayats and NGOs.
18. a) Explain climate change and its causes.
OR
b) Describe pollution and waste management.
- 19.a) Explain Environmental Impact Assessment (EIA).

OR

b) Describe environmental laws in India.

20. a) Explain Sustainable Development Goals (SDGs).

OR

b) Describe green technology and renewable energy.

PART – C (5 × 8 = 40 Marks)

Answer ALL questions (Either or)

21.a) Analyze the importance of sustainability in modern governance.

OR

b) Examine the evolution of sustainable development.

22. a) Analyze the role of administration in environmental protection.

OR

b) Evaluate policy-making in environmental governance.

23. a) Analyze major environmental issues and challenges.

OR

b) Evaluate the impact of climate change and resource depletion.

24.a) Analyze environmental laws and institutional mechanisms.

OR

b) Evaluate the role of regulatory agencies and PIL.

25.a) Evaluate the role of SDGs in sustainable governance.

OR

b) Suggest strategies for achieving environmental sustainability.

SEMESTER – II

PUBLIC POLICY ANALYSIS -CORE 4

Course Code	Course Name	Category	L	T	P	S	Credits	Hours	Marks		Total
									Internal	External	
	Public Policy Analysis	Core 4	Y	-	-	-	5	6	25	75	100
Course Objectives											
C1	To understand the concept, nature, and scope of public policy and Its role in governance.										
C2	To examine the policy-making process, including key actors, institutions, and stages of the policy cycle.										
C3	To analyze various models and theories of public policy analysis for effective decision-making.										
C4	To develop skills in policy implementation, monitoring, and evaluation using appropriate tools and techniques.										
C5	To critically assess contemporary public policy issues, with special reference to development, sustainability, and governance challenges.										
UNIT	CONTENT									NO. OF HOURS	
I	Introduction to Public Policy: Meaning, definition, and scope of Public Policy. Nature and characteristics of public policy. Types of public policies (regulatory, distributive, redistributive). Public policy vs. decision-making Role of government and institutions in policy-making									6	
II	Policy-Making Process: Stages of policy cycle (agenda setting, formulation, adoption, implementation, evaluation). Actors in policy-making (government, bureaucracy, interest groups, NGOs, media) Role of political institutions and stakeholders. Policy environment and context									6	
III	Models and Theories of Policy Analysis: Rational model and bounded rationality. Incremental model Systems model. Elite and group theory. Institutional approach Public choice theory.									6	
IV	Policy Implementation and Evaluation: Policy implementation: approaches and challenges. Role of administration and governance in									6	

	implementation. Monitoring and evaluation techniques. Impact assessment and performance indicators. Policy success and failure analysis	
V	Contemporary Issues in Public Policy: Globalization and public policy. Sustainable development and environmental policy Social justice and inclusive policies. Digital governance and e-policy Public policy challenges in developing countries (with special reference to India)	6
TOTAL		30
Course Outcome		Programme Outcome
C O	On Completion of this Course, Students will learn	
1	Students will be able to explain the concepts, types, and significance of public policy in governance.	PO1
2	Students will be able to analyze the st’ges of the policy-making process and identify the role of different actors and Institution.	PO1,PO2
3	Students will be able to apply various policy analysis models and theories to real-world situations.	PO2,PO3
4	Students will be able to evaluate public policies using appropriate tools, techniques, and performance Indicators.	PO3,PO3,P O5
TEXT BOOK		
1	Thomas R. Dye., Understanding Public Policy. Pearson Education, New Delhi, 2017	
2	Michael E. Kraft & Scott R. Furlong., Public Policy: Politics, Analysis, and Alternatives CQ Press, Washington D.C., 2020	
3	William N. Dunn., Public Policy Analysis: An Integrated Approach, Routledge, New York, 2018	
4	B. Guy Peters., American Public Policy: Promise and Performance, CQ Press, Washington D.C., 2019	
5	Eugene Bardach & Eric M. Patashnik, A Practical Guide for Policy Analysis: The Eightfold Path to More Effective Problem Solving. CQ Press, Washington D.C., 2023	
REFERENCE BOOK		
1	David L. Weimer & Aidan R. Vining, Policy Analysis: Concepts and Practice, Routledge, New York, 2017	
2	James E. Anderson, Public Policymaking: An Introduction, Cengage Learning, Boston, 2015.	
3	Paul Cairney., Understanding Public Policy: Theories and Issues, Palgrave Macmillan, London, 2020	

4	Wayne Parsons, Public Policy: An Introduction to the Theory and Practice of Policy Analysis, Edward Elgar Publishing, Cheltenham, 1995.
5	R.K. Sapr, Public Policy: Formulation, Implementation and Evaluation, Sterling Publishers, New Delhi, 2012

WEB RESOURCES

1	https://www.appam.org?
2	https://www.aspanet.org
3	https://www.brookings.edu
4	https://niti.gov.in
5	https://opensyllabus.org

Work to be done

PSOs

- Seven

Title of the Course	PSO 1	PSO2	PSO 3	PS O4	PS O5	PSO 6	PSO7	TOTAL
CO1	3	2	2	1	2	1	2	13
CO2	2	2	2	2	1	2	2	13
CO3	2	3	3	2	2	1	3	16
CO4	2	3	2	3	3	2	2	17
Total Score of all Courses Contributing to PSO	9	10	9	8	8	6	9	

MAPPING OF COs with POS

CO	PO1	PO 2	PO3	PO4	PO5	PO6	PO7
CO1	3	2	2	2	1	1	1
CO2	2	3	1	1	3	2	2
CO3	2	2	2	2	2	2	1
CO4	2	2	3	2	1	1	2
TOTAL SCORE	9	9	8	7	7	6	6

0 – No Correlation

1 – Low

2 – Medium

3 – High

Model questions
MA degree examination
PART. A (15*1=15 Marks)

Answer all questions

Choose the correct answer

1. Which of the following best defines public policy?
A) Personal preferences
B) Course of action adopted by government
C) Religious practices D) Social customs
2. The role of institutions in policy-making is to:
a) Avoid decision-making
b) Implement and formulate policies c) Only criticize policies
d) Ignore public issues
3. The main objective of public policy is to:
a) Create conflict b) Address public problems
c) Promote private interests d) Reduce governance
4. Which stage involves selecting a particular policy option?
a) Agenda setting b) Formulation
c) Adoption d) Evaluation
5. Bureaucracy plays a major role in:
a) Only agenda setting b) Only evaluation
c) Implementation of policy d) Ignoring policies
6. NGOs contribute to policy-making by:
a) Ignoring public issues b) Representing public interests
c) Enforcing laws d) Passing legislation
7. Which theory focuses on competition among groups?
a) Elite theory b) Group theory
c) Rational theory d) Institutional theory
8. Which model combines rational and incremental approaches?
a) Systems model b) Mixed scanning model
c) Elite model d) Group model
9. Public choice theory views individuals as:
a) Altruistic b) Self-interested
c) Passive d) Irrational
10. Which of the following is a challenge in policy implementation?
a) Clear objectives b) Adequate resources
c) Lack of coordination d) Strong leadership
11. Which type of evaluation is done during implementation?
a) Ex-post evaluation b) Ex-ante evaluation
c) Ongoing (formative) evaluation d) Final evaluation
12. Successful policy implementation requires:
a) Poor coordination b) Clear objectives and resources
c) Ignoring stakeholders d) Lack of leadership
13. Sustainable development focuses on:
a) Economic growth only b) Environmental protection only
c) Balance between economy, environment, and society d) Industrial growth only
14. Which of the following is a contemporary issue in public policy?
a) Ancient history b) Climate change
c) Mythology d) Literature
15. Transparency in governance means:

- a) Secrecy b) Openness and accountability
- c) Corruption d) Delay in decisions

PART. B 5*4=25 Marks

Answer all questions, choosing either a (or) b

Each answer should not exceed 250 words

- 16. a) What are the key characteristics of public policy? Or
b) Discuss the role of government in public policy.
- 17. a) What is agenda setting? Why is it important? Or
b) Describe the role of media in policy-making.
- 18. a) What is the institutional approach to policy analysis? Or
b) Distinguish between rational and incremental models.
- 19. a) Write a short note on performance indicators. Or
b) What is meant by implementation gap?
- 20. a) Define globalization in the context of public policy. Or
b) Mention any two challenges of public policy in developing countries.

PART. C 5*8=40 Marks

Answer all questions choosing either a (or) b

Each answer should not exceed 600 words

- 21. a) Distinguish between public policy and decision-making with examples. Or
b) Evaluate the factors influencing public policy formulation.
- 22. a) Evaluate the role of bureaucracy in policy-making and implementation. Or
b) Analyze how the policy environment affects decision-making.
- 23. a) Analyze the concept of bounded rationality and its relevance in policy-making.
Or
b) Discuss group theory and its role in policy formulation.
- 24. a) Discuss the major challenges in policy implementation. Or
b) Discuss various techniques of policy evaluation.
- 25. a) Examine the role of e-governance in improving transparency and efficiency. Or
b) Discuss the concept and importance of sustainable development in policy-making.

PUBLIC FINANCIAL ADMINISTRATION IN INDIA

Course Code	Course Name	Category	L	T	P	S	Credits	Inst. Hours	Marks		
									CIA	External	Total
	Public Financial Administration In India	Core 5	Y	-	-	-	5	6	25	75	100

Course Objectives

C1	To understand the meaning, nature, and importance of financial administration in government.
C2	To learn how governments raise money through taxes, non-tax sources, and borrowing at Union, State, and Local levels.
C3	To know the basics of budgeting, types of budgets, and how the budget is prepared and implemented in India.
C4	To understand financial control systems and the role of institutions like the Comptroller and Auditor General of India, Finance Commission of India, and Finance Ministry of India.
C5	To learn about financial relations between Union, State, and Local governments and the role of the National Development Council.

UNIT	Content	No. of Hours
I	Nature and Scope of Financial Administration Meaning, nature, and significance of financial administration - Scope and objectives in public administration -Process of financial administration -Key agencies of financial administration (legislative, executive, audit institutions).	6
II	Resource Mobilization in Government Resource mobilization at Union, State, and Local levels - Monetary and fiscal policies -Tax and non-tax revenue sources - Public borrowing and public debt -Debt management strategies.	6
III	Budgeting and Financial Procedures Concept and significance of budget -Types of budgeting: Performance budgeting, Capital budgeting, Zero-Based budgeting -Budgetary process in India -Relationship between public policy and budgeting -Accounts and audit in public finance.	6
IV	Financial Control and Institutions Parliamentary control over public expenditure -Committees: Estimates Committee, Public Accounts Committee, Committee on Public Undertakings -Role of Comptroller and Auditor General of India -Role of Finance Ministry of India -Role of Finance Commission of India -Challenges and prospects of financial administration in India	6
V	Fiscal Federalism and Contemporary Reforms Union, State, and Local finances in India -Role of National Development Council -Financial reforms in the era of globalization and liberalization -Emerging trends in public financial management	6
	Total	
	Course Outcome	Programme Outcome

CO	On completion of this course, students will learn	
1	To Understand the meaning, nature, and scope of financial administration in public systems.	PO1
2	To Explain government resource mobilization methods including taxation, borrowing, and fiscal policies.	PO1,PO2
3	To Describe budgeting concepts, types, and financial procedures followed in India.	PO3
4	To Analyze the role of key financial institutions and mechanisms of financial control.	PO3,PO4
5	To Evaluate fiscal federalism and recent reforms in public financial management.	PO4,PO5

	Text Book
1	Richard A. Musgrave & Peggy B. Musgrave, Public Finance in Theory and Practice, 1989.
2	M.J.K. Thavaraj – <i>Financial Administration in India</i> .
3	S.L. Goel – <i>Financial Administration and Management</i> .
4	Mohit Bhattacharya – <i>Public Administration</i> .

Sl.No	Reference Book
1	H. L. Bhatia, Public Finance, Vikas Publishing House, New Delhi, 2018.
2	I. S. Gulati (1987) — <i>Public Finance and Fiscal Policy in India</i> , Oxford University Press .
3	B. L. Fadia (2017) — <i>Indian Government and Politics</i> , Sahitya Bhawan.
4	E. N. Gladden (1972) — <i>Approach to Public Administration</i> , Asia Publishing House .
5	Aaron Wildavsky (1964) — <i>The Politics of the Budgetary Process</i> , Little Brown.
Sl.No	Web Resources
	https://www.rbi.org.in
	https://www.niti.gov.in
	https://www.imf.org
	https://www.worldbank.org

MAPPING WITH PROGRAMME OUTCOMES

CO-PO Mapping (Course Articulation Matrix)

Work to be done

PSOs

-Seven

Title of the course	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7	Total
CO1	3	2	1	1	2	1	1	11
CO2	2	3	3	1	1	2	2	14
CO3	2	3	2	3	2	1	1	14
CO4	2	2	2	3	3	3	3	18
Total score of all courses contributing to PSO	9	10	8	8	8	7	7	57

MAPPING of COs with Pos

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	3	2	1	1	1	1	1
CO2	2	3	2	1	2	2	1
CO3	2	3	3	2	2	1	1
CO4	2	2	2	3	2	3	3
Total Score	9	10	8	7	7	7	6

MODEL QUESTION
PUBLIC FINANCIAL ADMINISTRATION
M.A DEGREE EXAMINATION
PART -A (15X1=15 Marks)
Answer All Questions.

Choose the correct answer

1. Financial administration primarily deals with:
A. Law-making B. Revenue and expenditure management
C. Foreign policy D. Judicial review
2. Which of the following is a key objective of financial administration?
A. Political stability B. Efficient allocation of resources
C. Judicial independence D. Cultural development
3. The process of financial administration includes:
A. Planning only B. Budgeting, accounting, and auditing
C. Election management D. Policy advocacy
4. Which organ approves the government budget in India?
A. Judiciary B. Executive
C. Legislature D. Election Commission
5. The audit function in India is performed by:
A. Finance Commission B. NITI Aayog
C. Comptroller and Auditor General D. RBI
6. The executive agency responsible for financial administration is:
A. Parliament B. Supreme Court
C. Council of Ministers D. Election Commission
7. Tax revenue is an example of:
A. Non-tax revenue B. Capital receipt
C. Revenue receipt D. Borrowing
8. Which policy deals with government taxation and expenditure?
A. Monetary policy B. Fiscal policy
C. Trade policy D. Industrial policy
9. Public debt refers to:
A. Private loans B. Loans taken by citizens
C. Borrowings by government D. Bank deposits
10. A budget is:
A. Judicial document B. Annual financial statement
C. Political manifesto D. Tax law
11. Zero-Based Budgeting requires:
A. Incremental increase B. Justification of all expenses from zero
C. Only capital expenditure D. No planning
12. Performance budgeting focuses on:
A. Inputs B. Outputs and outcomes
C. Taxation D. Borrowing
13. Which committee examines audit reports of the CAG?
A. Estimates Committee B. Public Accounts Committee
C. Finance Commission D. Planning Commission
14. The Finance Commission is constituted under:
A. Article 280 B. Article 356 C. Article 370 D. Article 32
15. Fiscal federalism refers to:
A. Judicial powers B. Distribution of financial powers between levels of government
C. Foreign policy D. Election reforms

PART -B (5X4=20 Marks)

Answer All questions, choosing either(a) or (b).

Each answer should not exceed 250 words

16.) Analyze the relationship between financial administration and public administration.

(or)

b) Illustrate the process of financial administration with suitable examples from government functioning.

17.a) Assess the sustainability of public debt in developing economies.

(or)

b) Apply fiscal policy tools to address inflation in an economy.

18.a) Examine the relationship between public policy and budgeting decisions.

(or)

b) Evaluate the effectiveness of Zero-Based Budgeting in India.

19.a) Analyze the role of Public Accounts Committee in financial control.

(or)

b) Illustrate the functions of the Comptroller and Auditor General of India in auditing.

20.a) Explain the Centre-State financial relations.

(or)

b) Examine the impact of globalization on public financial management in India.

PART -C

(5X8=40 Marks)

Answer All questions, choosing either(a) or (b).

Each answer should not exceed 600 words

21.a) Analyze the nature and scope of financial administration in modern public administration.

(or)

b) Critically assess the role of the Comptroller and Auditor General of India in ensuring financial accountability.

22.a) Analyze the structure and functions of key financial agencies (legislature, executive, audit).

(or)

b) Evaluate the performance of the Finance Commission of India in resource distribution.

23.a) Show how tax and non-tax revenues contribute to resource mobilization at the state level.

(or)

b) Design an accountability mechanism to reduce corruption in public finance.

24.a) Propose measures to enhance resource mobilization at the local government level.

(or)

b) Examine the role of parliamentary committees in financial control over public expenditure.

25.a) Evaluate the challenges faced in financial administration and suggest improvements.

(or)

b) Develop a modern financial control system integrating audit and parliamentary oversight.

SEMESTER – II

COMPARATIVE AND DEVELOPMENT ADMINISTRATION

Course Code	Course Name	Category	L	T	P	S	Credits	Hours	Marks		Total
									Internal	External	
	Comparative and development administration	Core 6	Y	-	-	-	4	6	25	75	100
Course Objectives											
C1	To understand the meaning, nature, and scope of Comparative and Development Administration.										
C2	To examine major theories, approaches, and models in comparative public administration.										
C3	To analyse the relationship between administration and socio-economic development.										
C4	To study administrative systems and reforms in developed and developing countries.										
C5	To develop analytical skills for evaluating governance and development policies in contemporary administrations.										
UNIT	CONTENT									NO. OF. HOURS	
I	Introduction to Comparative Administration: Meaning, nature, scope, and significance of Comparative Public Administration – Evolution of comparative administration – Traditional and modern approaches – Ecological approach of Fred W. Riggs – Structural-functional approach – Comparative method in Public Administration – Role of culture, environment, and politics in administration – Comparative administration in developed and developing countries.									6	
II	Theories and Models of Comparative Administration: Contribution of Woodrow Wilson and Max Weber to administrative theory – Bureaucratic model – Systems theory – Decision-making theory – Riggsian models: Fused, Prismatic, and Diffracted societies – Sala model and Bazaar-Canteen model – Administrative behaviour and institutional analysis – New Public Administration and New Public Management in comparative perspective.									6	
III	Administrative Systems and Reforms Comparative study of administrative systems of selected countries – Administrative reforms and modernization – Decentralization and local governance – Good governance and accountability – E-governance and digital administration – Civil service reforms – Public policy implementation in developing nations – Role of international organizations in administrative development.									6	
IV	Administrative Systems and Reforms Comparative study of administrative systems of selected countries – Administrative reforms and modernization – Decentralization and local governance – Good governance and accountability – E-governance and digital administration – Civil service reforms – Public policy implementation in developing nations – Role of international organizations in administrative development.									6	

V	Contemporary Issues in Comparative and Development Administration: Globalization and public administration – Sustainable development and governance – Participatory development – Gender and development administration – Human development and inclusive governance – Ethics and transparency in administration – Public-private partnership – Challenges of development administration in the 21st century – Emerging trends in comparative administration.							6	
TOTAL								30	
Course Outcome								Programme Outcome	
CO	On Completion of this Course, Students will learn								
1	Explain the concepts, nature, scope, and significance of Comparative and Development Administration.							PO1	
2	Analyse major theories, models, and approaches in comparative public administration.							PO1,PO2	
3	Compare administrative systems and governance practices in developed and developing countries.							PO2,PO3,PO4	
4	Examine contemporary challenges such as globalization, sustainable development, ethics, and inclusive governance in public administration.							PO4,PO5	
TEXT BOOK									
1	Ferrel Heady, Comparative Public Administration, CRC Press, 2001.								
2	Fred W. Riggs, Administration in Developing Countries, Houghton Mifflin, 1964.								
3	Mohit Bhattacharya, Public Administration, World Press, 2020.								
4	Edward Weidner, Development Administration, Duke University Press, 1962.								
5	R.K. Arora, Comparative Public Administration, Associated Publishing House, 1972.								
REFERENCE BOOK									
1	Nicholas Henry, Understanding Public Administration, Routledge, 2017.								
2	M.P. Sharma and B.L. Sadana, Public Administration in Theory and Practice, Kitab Mahal, 2021.								
3	Fred W. Riggs, The Ecology of Public Administration, Asia Publishing House, 1961.								
4	George F. Gant, Development Administration, University of Wisconsin Press, 1979.								
5	Nimrod Raphaeli, Comparative Administration, Praeger Publishers, 1967.								
WEB RESOURCES									
1	https://www.icssr.org/nassdoc/e-resources-portal								
2	https://www.icssr.org/directory-of-open-access-social-science-resources								
3	https://shodhganga.inflibnet.ac.in								
4	https://www.india.gov.in/topics/governance-administration								
5	https://www.india.gov.in/topics/governance-administration								
Work to be done									
PSOs									
• Seven									
Title of the Course		PSO 1	PSO 2	PSO3	PSO 4	PSO 5	PSO6	PSO7	TOTAL
CO1		3	3	2	2	3	2	3	18
CO2		3	3	2	3	2	2	3	15
CO3		3	3	2	2	3	2	2	14
CO4		3	3	3	2	2	2	3	15
Total Score of all Courses Contributing to PSO		12	12	9	9	10	8	11	

MAPPING OF COs with POS							
CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	3	3	2	2	2	2	3
CO2	3	3	2	2	2	3	2
CO3	3	3	2	2	3	2	1
CO4	3	3	2	2	2	1	2
TOTAL SCORE	12	12	8	8	9	8	8

0 – No Correlation

1 – Low

2 – Medium

3 – High

MODEL QUESTION
MA Public administration
Comparative and Development Administration
PART.. A 15*1=15 marks

Answer all questions

Choose the correct answer

1. Who is known for the Ecological Approach in Public Administration?
a) Woodrow Wilson b) Max Weber
c) Fred W. Riggs d) Herbert Simon
2. Comparative Public Administration focuses mainly on:
a) Similarities and differences b) Historical events
c) Military systems d) Trade unions
3. The study of administration in developing countries gained importance because of:
a) Colonialism b) Independence movements
c) Development planning d) Both b and c
4. The concept of Development Administration became popular after:
a) First World War b) Second World War
c) French Revolution d) Cold War
5. Which of the following is a feature of Development Administration?
a) Change-oriented b) Goal-oriented
c) People-oriented d) All of the above
6. Which country is often studied in Development Administration?
a) India b) USA
c) UK d) France
7. Planned change refers to:
a) Sudden revolution
b) Organized efforts for development
c) Political conflict
d) Military expansion
8. Administrative capability means:
a) Ability to implement development programmes
b) Judicial authority
c) Political leadership only
d) Religious influence
9. The relationship between administration and development is:
a) Independent
b) Temporary
c) Interdependent
d) Opposed
10. Good governance is associated with:
a) Transparency
b) Accountability
c) Participation
d) All of the above
11. Public policy implementation is important for:
a) Achieving development goals
b) Increasing corruption
c) Weakening institutions
d) Political instability
12. Administrative reforms are necessary because:
a) Society changes over time
b) Technology develops
c) Public expectations increase
d) All of the above
13. Sustainable development aims at:

- a) Economic growth without concern for environment
 - b) Balanced economic, social, and environmental development
 - c) Industrialization only
 - d) Political domination
14. Human development is associated with:
- a) Improvement in quality of life
 - b) Military strength
 - c) Political conflicts
 - d) Religious reforms
15. Sustainable governance gives importance to:
- a) Environmental protection
 - b) Social justice
 - c) Economic progress
 - d) All of the above

PART.. B 5*4=20 marks

Answer all questions choosing either a or b

Each answer should not exceed to 250 words

- 16. a) Define Comparative Public Administration or
b) Distinguish between developed and developing administrative systems.
- 17. a) What is New Public Management (NPM)? Or
b)What is meant by institutional analysis?
- 18. a)Explain the role of public administration in economic development. Or
b)What are the characteristics of Development Administration?
- 19. a) Explain the concept of accountability in administration. Or
b) Write a note on administrative systems in developing countries.
- 20. a) Write a short note on gender and development administration. Or
b) What are the challenges of development administration?

PART.. C , 5*8=40 marks

Answer all questions choosing either a or b

Each and sir should not exceed 600 words

- 21. a) Explain the evolution and development of Comparative Public Administration. Or
b) Analyse the relationship between administration and environment.
- 22. a) Define the Riggsian model of administration. Or
b) Examine the features and criticisms of the Bazaar-Canteen model.
- 23.a) Discuss administrative capability and its importance in development programmes. Or
b) Explain the features and objectives of Development Administration.
- 24. a) Explain decentralization and its significance in local governance. Or
b) Discuss the role of international organizations in administrative development and reforms.
- 25. a) Explain the principles and importance of sustainable development. Or
b) Evaluate the emerging trends and future prospects of Comparative and Development Administration.

RURAL AND URBAN GOVERNANCE IN INDIA

Course Code	Course Name	Category	L	T	P	S	Credits	Hours	Marks		Total
									Internal	External	
	Rural and Urban Governance in India	Elective 3	Y	-	-	-	3	4	25	75	100
Course Objectives											
C1	. To develop an advanced understanding of theories and concepts of rural and urban governance.										
C2	To critically examine the structure and functioning of Panchayati Raj Institutions and Urban Local Bodies.										
C3	To analyze constitutional provisions, decentralization, and public policy reforms in India.										
C4	. To evaluate governance challenges such as inequality, urbanization, and resource management.										
C5	To enhance research and analytical skills in studying governance practices and reforms.										
UNIT	CONTENT									NO. OF. HOURS	
I	Theoretical Foundations of Governance : Concepts: Governance, decentralization, subsidiarity - Theories of local governance and development - Evolution of local self-government in India - Role of state, market, and civil society									4	
II	Rural Governance – Panchayati Raj Institutions : Historical development of Panchayati Raj - Structure and functions of PRIs (three-tier system) - Role of Gram Sabha and participatory democracy - Devolution of powers, finances, and functions (3Fs) - State control vs local autonomy									4	
III	Urban Governance and Municipal Administration : Urbanization trends and challenges in India - Structure of Urban Local Bodies (ULBs) - Governance models in metropolitan cities - Urban planning, service delivery, and management - Role of parastatal agencies									4	
IV	Constitutional Framework and Policy Reforms : 73rd and 74th Constitutional Amendments: analysis - Finance Commissions and fiscal decentralization - Urban and rural development policies - Smart Cities Mission, AMRUT, and rural development schemes - Public policy and governance reforms									4	
V	Contemporary Issues and Emerging Trends : Good governance: transparency, accountability, participation - E-governance and digital transformation - Gender and inclusive governance - Environmental governance and sustainable development - Challenges: corruption, capacity, inequality									4	
									20		
TOTAL											
Course Outcome									Programme Outcome		
CO	On Completion of this Course, Students will learn										
1	Students will critically explain theories and frameworks of governance in rural and urban contexts									PO1	
2	Students will assess the performance and limitations of PRIs and ULBs in India.									PO2,PO3	

3	Students will analyze constitutional amendments and policy initiatives related to local governance.	PO3,PO4						
4	Students will evaluate contemporary governance issues and suggest practical solutions	PO4,PO5						
TEXT BOOK								
1	Mahi Pal, Panchayati Raj in India, Sage Publications, New Delhi, 2018							
2	George Mathew, Panchayati Raj: From Legislation to Movement, Concept Publishing Company, New Delhi, 1994							
3	Niraja Gopal Jayal & Amit Prakash, Local Governance in India: Decentralization and Beyond, Oxford University Press, New Delhi, 2006							
4	S.R. Maheshwari, Local Government in India, Laxmi Publications, New Delhi, 2011							
5	A. Ramaiah, Urban Governance and Management, Rawat Publications, Jaipur, 2013							
REFERENCE BOOK								
1	M. Venkatarangaiya & M. Pattabhiram, Local Government in India, Allied Publishers, New Delhi, 1969							
2	Pranab Bardhan & Dilip Mookherjee, Decentralization and Local Governance in Developing Countries, MIT Press, Cambridge, 2006							
3	Isher Judge Ahluwalia et al., Urbanization in India: Challenges, Opportunities and the Way Forward, Sage Publications, New Delhi, 2014							
4	Jean Drèze & Amartya Sen, India: Development and Participation, Oxford University Press, New Delhi, 2002							
5	R.B. Jain, Urban Local Governance in India, Mittal Publications, New Delhi, 2005							
WEB RESOURCES								
1	https://panchayat.gov.in							
2	https://mohua.gov.in							
3	https://www.niti.gov.in							
4	https://prsindia.org							
5	https://www.worldbank.org							
Work to be done								
PSOs								
• Seven								
Title of the Course	PSO1	PSO 2	PSO3	PS O4	PSO 5	PSO6	PSO7	TOTAL
CO1	3	3	3	2	2	3	2	18
CO2	3	3	2	3	2	2	3	18
CO3	3	2	3	2	2	2	3	17
CO4	3	3	3	3	2	3	2	18
Total Score of all Courses Contributing to PSO	12	11	11	9	8	10	10	
MAPPING OF COs with POS								
CO	PO1	PO 2	PO3	PO4	PO5	PO6	PO7	
CO1	3	3	3	2	1	1	2	
CO2	3	3	2	3	2	2	1	
CO3	3	3	2	2	1	2	1	
CO4	3	3	2	2	2	2	2	
TOTAL SCORE	12	12	10	9	6	7	6	

0 – No Correlation

1 – Low

2 – Medium

3 – High

MODEL QUESTIONS
RURAL AND URBAN GOVERNANCE IN INDIA
MA DEGREE Examination
PART.. A 15*1=15 Marks

Answer all questions

Choose the correct answer

1. The principle of subsidiarity means:
A) Centralization of power at national level
B) Decisions taken at highest authority
C) Matters should be handled by the lowest competent authority
D) Judicial supremacy over administration
2. The main objective of governance is:
a) Centralized control b) Efficient resource utilization and public welfare
c) Military expansion d) Judicial dominance
3. Local self-government in India is strengthened by _____ Amendment Act.
a) 42nd b) 44th
c) 73rd and 74th d) 86th
4. The three-tier system of Panchayati Raj includes:
a) Village, State, Centre b) Gram Panchayat, Panchayat Samiti, Zilla Parishad
c) Municipality, Corporation, District Board
d) Village, District, Parliament
5. Which body is considered the foundation of participatory democracy in rural India?
a) Parliament b) Gram Sabha
c) Supreme Court d) State Assembly
6. The main aim of Gram Sabha is to ensure:
a) Industrial growth b) Participatory decision-making
c) Military security d) Urban planning
7. Urban Local Bodies (ULBs) include:
a) Gram Panchayat b) Zilla Parishad
c) Municipal Corporation and Municipalities d) District Court
8. Municipal administration primarily focuses on:
a) Foreign policy b) Local civic services and infrastructure
c) Military security d) Election management
9. Municipal Corporation is generally established in:
a) Villages b) Small towns
c) Large cities d) Rural areas
10. Finance Commissions in India are constituted under:
a) Article 280 b) Article 370
c) Article 352 d) Article 356
11. One major objective of 73rd Amendment is:
a) Strengthening urban corporations b) Strengthening rural democracy
c) Judicial independence d) Banking reforms
12. Policy reforms in governance aim to improve:
a) Political rivalry b) Efficiency, transparency, and accountability
c) Military strength d) Private monopolies
13. . E-governance refers to:
a) Election management system b) Use of ICT in government services
c) Private company administration d) Traditional bureaucracy
14. Right to information (RTI) promotes:
a) Secrecy in administration b) Transparency in governance
c) Military control d) Judicial delay
15. One objective of good governance is:
a) Delay in administration b) Efficiency and responsiveness
c) Centralized dictatorship d) Reduction of public participation

PART. B 5*4=20 Marks

Answer all questions choosing either A or B

Each answer should not exceed 250 words

16. a) What are the main differences between government and governance? Or
b) Explain the role of market in governance.
17. a) Write a note on the role of Gram Sabha in rural governance. Or
b) Write a note on state control over Panchayati Raj Institutions.
18. a) Write a note on urban infrastructure challenges in India. Or
b) What is e-governance in urban administration?
19. a) Explain the significance of the 74th Amendment in urban governance. Or
b) Write a note on transparency in governance reforms.
20. a) Explain the concept of gender-inclusive governance. Or
b) What are the main challenges of governance in India today?

PART. C 5*8=40 Marks

Answer all questions choosing either a or b

Each answer should not exceed 600 words

21. a) Critically examine the role of decentralization in strengthening democracy. Or
b) Evaluate the challenges faced in implementing effective governance in India.
22. a) Trace the historical development and evolution of Panchayati Raj Institutions in India.
Or
b) Critically examine the concept of devolution of powers, funds, and functions (3Fs).
23. a) Explain the concept, nature, and importance of urban governance in India. Or
b) Evaluate the effectiveness of urban service delivery systems in India.
24. a) Examine the role of the 73rd Amendment in strengthening rural governance. Or
b) Analyze the relationship between governance reforms and socio-economic development.
25. a) Explain the role of e-governance in improving public service delivery in India.. Or
b) Examine emerging trends in global governance in the 21st century.

ADMINISTRATIVE LAW AND ACCOUNTABILITY

Course Code	Course Name	Category	L	T	P	S	Credits	Hours	Marks		Total
									Internal	External	
	Administrative Law and Accountability	Elective 3	Y	-	-	-	3	4	25	75	100
Course Objectives											
C1	To introduce students to the basic concepts, nature, and scope of Administrative Law.										
C2	To understand the constitutional principles governing administrative actions in India.										
C3	To study administrative accountability mechanisms such as tribunals, Lokpal, and RTI.										
C4	To develop an understanding of transparency, fairness, and good governance in public administration.										
C5	To examine emerging trends in administrative law including e-governance and public interest litigation.										
UNIT	CONTENT										NO. OF HOURS
I	Introduction to Administrative Law : Meaning, definition, nature and scope of Administrative Law - Growth and development of Administrative Law - Rule of law and Administrative Law - Separation of powers and Administrative Law - Relationship between Constitutional Law and Administrative Law - Classification of administrative actions										4
II	Delegated Legislation : Meaning, nature and importance of delegated legislation - Reasons for growth of delegated legislation - Types of delegated legislation - Constitutional limits on delegated legislation - Control over delegated legislation:Legislative control - Judicial control - Executive control - Doctrine of ultra vires										4
III	Administrative Discretion and Judicial Control : Meaning and scope of administrative discretion - Need and importance of discretion in administration - Abuse and misuse of discretion - Judicial control over administrative action - Grounds of judicial review:Illegality – Irrationality -Procedural impropriety - Writ jurisdiction (Habeas Corpus, Mandamus, Prohibition, Certiorari, Quo Warranto)										4
IV	Administrative Tribunals and Public Accountability : Meaning and features of administrative tribunals - Advantages and disadvantages of tribunals - Administrative Tribunals Act, 1985 - Principles of natural justice: Rule against bias - Right to fair hearing - Ombudsman and Lokpal system -Central Vigilance Commission (CVC) - Role of Lokayukta										4
V	Administrative Accountability and Emerging Trends : Concept of administrative accountability - Political, legal, and social accountability - Right to Information Act, 2005 - Citizen charter and grievance redressal mechanisms - E-governance and transparency - Public interest litigation (PIL) - Contemporary issues in administrative accountability										4
TOTAL											20

Course Outcome							Programme Outcome	
CO	On Completion of this Course, Students will learn							
1	Explain the fundamental principles and evolution of Administrative Law.						PO1	
2	Evaluate the role and control of delegated legislation in governance.						PO2,PO3	
3	Assess the functioning of administrative tribunals and accountability institutions.						PO3, PO4	
4	Develop analytical skills to address issues related to administrative transparency and public accountability.						PO4, PO5	
TEXT BOOK								
1	I.P. Massey, Administrative Law, LexisNexis, New Delhi (Latest Edition, 2021)							
2	H.W.R. Wade & C.F. Forsyth, Administrative Law, Oxford University Press, UK, (11th Edition, 2014)							
3	Paul P. Craig & Thomas G. de Smith, Judicial Review of Administrative Action, Sweet & Maxwell, London (8th Edition, 2018)							
4	M.P. Jain & S.N. Jain, Principles of Administrative Law, LexisNexis, New Delhi, (7th Edition, 2017)							
5	S.P. Sathe, Administrative Law, LexisNexis / Oxford University Press, New Delhi, (Reprint Edition, 2004)							
REFERENCE BOOK								
1	C.K. Takwani, Lectures on Administrative Law, Eastern Book Company, 8th Edition, 2025							
2	M.C. Jain Kagzi, The Indian Administrative Law, Universal Law Publishing, 7th Edition, 2016							
3	D.D. Basu, Commentary on the Constitution of India, LexisNexis, Latest Edition							
4	P.P. Craig, Administrative Law, Sweet & Maxwell, 5th Edition, 2003							
WEB RESOURCES								
1	http://www.americanbar.org/groups/administrative_law/resources							
2	http://guides.loc.gov/administrative-law/secondary-sources							
3	http://guides.ll.georgetown.edu/treatise-finders/adminlaw							
4	http://law.duke.edu/lib/research-guides/federal-administrative-law/							
5	http://www.theregreview.org/							
Work to be done								
PSOs								
• Seven								
Title of the Course	PSO 1	PSO 2	PSO3	PSO 4	PSO 5	PSO6	PSO7	TOTAL
CO1	3	2	3	2	2	3	2	17
CO2	3	3	3	3	2	3	2	19
CO3	3	3	2	2	3	2	2	17
CO4	3	2	2	2	3	2	3	17
Total Score of all Courses Contributing to PSO	12	10	10	9	10	10	9	
MAPPING OF COs with POS								
CO	PO1	PO 2	PO3	PO4	PO5	PO6	PO7	
CO1	3	3	2	3	2	3	3	
CO2	3	3	2	2	1	2	3	
CO3	3	3	2	1	2	1	2	
CO4	3	3	2	2	3	2	2	
TOTAL SCORE	12	12	8	8	8	8	10	

0 – No Correlation

1 – Low

2 – Medium

3 – High

Model questions
MA Degree Examination
ADMINISTRATIVE LAW AND ACCOUNTANTS
PART. A 15*1=15 Marks

Answer all questions

Choose the correct answer

1. The concept of “Rule of Law” was popularized by:
A) Montesquieu B) A.V. Dicey
C) John Locke D) Austin
2. Separation of Powers means division of government into:
A) Two branches B) Three branches
C) Four branches D) Five branches
3. Growth of Administrative Law is mainly due to:
A) Reduction of government functions
B) Welfare state concept
C) Decline of administration
D) Judicial independence
4. Another name for delegated legislation is:
A) Primary legislation B) Subordinate legislation
C) Constitutional law D) Criminal law
5. Executive control over delegated legislation includes:
A) Parliamentary debate B) Administrative supervision
C) Court judgment D) Public voting
6. Delegated legislation is made under the authority of:
A) Constitution only B) Judiciary
C) Enabling Act D) Police Act
7. Administrative discretion refers to:
A) Fixed rule application
B) Freedom to choose between alternatives in decision-making
C) Judicial power
D) Legislative power
8. The doctrine of ultra vires means:
A) Within powers B) Beyond powers
C) Fair hearing D) Natural justice
9. Abuse of discretion means:
A) Proper use of power B) Misuse of power
C) Judicial independence D) Legislative control
10. Administrative tribunals are mainly established to:
A) Replace Parliament B) Provide quick and specialized justice
C) Increase criminal cases D) Control elections
11. The principle of natural justice includes:
A) Rule of Parliament B) Rule against bias
C) Rule of police D) Rule of executive
12. Central Vigilance Commission (CVC) is mainly concerned with:
A) Military matters B) Corruption in central government
C) Education system D) Judicial reforms
13. Right to Information Act was enacted in:
A) 2001 B) 2005 C) 2010 D) 1999
14. Public Interest Litigation (PIL) helps in:
A) Private disputes B) Public welfare issues
C) Business cases D) Criminal appeals only
15. Transparency in governance means:
A) Secret decisions B) Open and clear administration
C) Military secrecy D) Judicial independence

PART. B 5*4=20 Marks

Answer all questions choosing either a or . b

Each and so should not accele 250 words

16. a) Discuss the scope of Administrative Law. Or
b) Discuss how Administrative Law controls administrative authorities.
17. a) Write a short note on types of delegated legislation. Or
b) Briefly explain constitutional limits on delegated legislation.
18. a) Define administrative discretion and explain its nature. Or
b) What is the role of courts in controlling administrative action?
19. a) Write a note on the advantages of administrative tribunals. Or
b) Define Ombudsman and explain its importance.
20. a) Write a short note on the Right to Information Act, 2005. Or
b) State the importance of transparency in governance.

PART. C 5*8=40 Marks

Answer all questions choosing either a or b

Each answer should not exceed 600 towards

21. a) Analyze the relationship between Constitutional Law and Administrative law. Or
b) "Administrative Law is a product of the welfare state." Explain this statement.
22. a) Evaluate the advantages and disadvantages of delegated legislation. Or
b) Delegated legislation is necessary but must be controlled." Discuss.
23. a) Discuss the writ jurisdiction of courts in controlling administrative actions. Or
b) Judicial review is a safeguard against misuse of administrative power." Discuss
24. a) Discuss the structure and functions of Lokpal in India. Or
b) Explain the meaning, features, and importance of administrative tribunals.
25. a) Explain the concept, nature, and importance of administrative accountability. Or
b) Administrative accountability is essential for democratic governance." Discuss.

CONTEMPORARY ISSUES IN GOVERNANCE

Cou rse cod e	Course Name	Catego ry	L	T	P	S	Credi ts	Inst. Hour s	CIA Mar ks	External Marks	Tota l Mar ks
	Contemporary issues in Governance	Elective - 4	Y	-	-	-	3	4	25	75	100
	Course Objectives										
C1:	To introduce the transition from traditional public administration to the modern concept of "Good Governance."										PO1
C2:	To analyze the role of state and non-state actors (NGOs, Civil Society, International Bodies) in the policy-making process.										PO2
C3:	To evaluate the impact of e-Governance and Information Communication Technology (ICT) on transparency and service delivery.										PO2,PO3
C4:	To examine mechanisms for accountability, such as the Right to Information (RTI), Lokpal, and anti-corruption measures.										PO4
C5:	To understand how globalization and environmental concerns influence local administrative practices.										PO4,PO5
UNIT	Content										No. of Hours
I	Government and Governance: Concepts : Meaning of Government and Governance.- Role of State in the Era of Globalisation. - State, Market and Civil Society – Good Governance										4
II	Governance and Development : Changing Dimensions of Development Strengthening Democracy through Good Governance – state and non state actors										4
III	Environmental Governance : Human-Environment Interaction -Green Governance: Sustainable Human Development – Globalization – gender budgetting										4
IV	Local Governance : Democratic Decentralisation. -People’s Participation in Governance-E-governance, transferancy and service delivery										4
V	Good Governance Initiatives in India: Public Service Delivery -Electronic Governance -Citizens Charter & Right to Information -Corporate Social Responsibility.										4
	Total										20
	Text Books										
1	B. Chakrabarty and M. Bhattacharya, (eds.) <i>The Governance Discourse</i> . New Delhi: Oxford University Press, 1998.										
2	Surendra Munshi and Biju Paul Abraham (eds.), <i>Good Governance, Democratic Societies and Globalisation</i> , Sage Publishers, 2004.										
3	United Nation Development Programme, <i>Reconceptualising Governance</i> , New York, 1997.										
4	Carlos Santiso, <i>Good Governance and Aid Effectiveness: The World Bank and Conditionality</i> , Johns Hopkins University, <i>The Georgetown Public Policy Review</i> , Volume VII, No.1, 2001.										
5	Vasudha Chotray and Gery Stroker, <i>Governance Theory: A Cross Disciplinary Approach</i> , Palgrave Macmillan, 2008.										
	Reference Books										
1	J. Rosenau, ‘Governance, Order, and Change in World Politics’, in J. Rosenau, and E. Czempiel (eds.) <i>Governance without Government: Order and Change in World Politics</i> , Cambridge: Cambridge University Press, 1992.										
2	Acemoglu, D., & Robinson, J. A. (2012). <i>Why nations fail: The origins of power, prosperity, and poverty</i> . Crown.										
3	Bonime-Blanc, A. (2026). <i>Governing Pandora: Leading in the age of generative AI and exponential technology</i> . (Publisher information not provided in source).										

4	Hao, K. (2026). <i>Empire of AI: Inside the reckless race for total domination</i> . (Publisher information not provided in source).
5	Stone, D. (2012). <i>Policy paradox: The art of political decision making</i> (3rd ed.). W. W. Norton & Company.
Web Resources	
1	https://www.pwc.com/us/en/services/governance-insights-center/library/corporate-governance-trends.html
2	https://www.diligent.com/resources/blog/corporate-governance-trends
3	https://www.cigionline.org/articles/digital-governance-in-2026-the-key-shifts-shaping-technology-security-and-global-power/
4	https://www.gu.se/en/quality-government/qog-dataset-update-2026
5	https://www.researchgate.net/publication/394711442_Public_Administration_Contemporary_Issues_and_Considerations_in_Pakistan

COs:

CO	Course Outcome Statement
CO1	To Identify hurdles in policy implementation, such as corruption, "red tape," and lack of citizen participation.
CO2	To Demonstrate an understanding of how digital platforms can be used to improve administrative efficiency and public reaching.
CO3	To Assess how governance issues like gender inequality, climate change, and poverty are addressed through institutional reforms.
CO4	To Propose evidence-based reforms for existing administrative problems using principles of accountability and transparency.

CO-PO Mapping (Course Articulation Matrix)

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

Level of Correlation between COs and POs:

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

CO-PSO Mapping (Course Articulation Matrix)

CO	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7
CO1	3	3	2	3	3	2	2
CO2	3	3	3	3	2	3	3
CO3	3	3	3	2	3	2	2
CO4	3	3	3	3	2	3	2
Total Score	12	12	11	11	10	10	9

Level of Correlation between COs and POs:

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

CONTEMPORARY ISSUES IN GOVERNANCE

Time: 3 Hours

Maximum Marks: 75

Part – A (15 x 1 = 15 Marks)

Answer all questions. Choose the correct answer.

1. Which of the following is a core pillar of Good Governance according to the World Bank?
a) Centralization b) Accountability c) Secrecy d) Rigid Bureaucracy
2. The Right to Information (RTI) Act was passed in India in which year?
a) 2002 b) 2005 c) 2010 d) 1998
3. What does the "G" in ESG stand for in contemporary corporate governance?
a) Growth b) Government c) Governance d) Global
4. The concept of "Minimum Government, Maximum Governance" emphasizes:
a) Increasing staff b) Efficiency and Citizen-centricity
c) Expanding departments d) Reducing technology
5. Which international organization publishes the "Government at a Glance" report?
a) IMF b) WTO
c) OECD d) UNESCO
6. Digital Governance primarily aims to improve:
a) Manual filing b) Service delivery and transparency
c) Political campaigning d) Paper production
7. E-Kranti is a mission associated with:
a) Green Revolution b) Digital India
c) Space Research d) Banking Reforms
8. Sustainable Development Goals (SDGs) consist of how many goals?
a) 10 b) 15 c) 17 d) 20
9. The concept of "Social Audit" is most effectively used in:
a) MGNREGA b) Defense procurement
c) Space missions d) Foreign policy
10. Corporate Social Responsibility (CSR) in India is mandated under which Act?
a) IT Act 2000 b) Companies Act 2013
c) SEBI Act 1992 d) Contract Act 1872
11. Which body is the apex institution for grievance redressal in India?
a) NITI Aayog b) Lokpal
c) Finance Commission d) Election Commission
12. Citizen's Charters are intended to:
a) Grant citizenship b) Define service standards
c) Collect taxes d) Monitor elections
13. Smart Cities Mission focuses on:
a) Traditional farming b) Urban infrastructure and ICT
c) Rural migration d) Heavy industries
14. Participation of NGOs in governance is an example of:
a) State-led governance b) Civil Society participation
c) Military governance d) Autocracy
15. What is the main challenge of E-Governance in rural areas?
a) Lack of smartphones b) Digital divide
c) High literacy d) Excess electricity

Part – B (5 x 4 = 20 Marks)

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

16. (a) Define Good Governance and list its essential characteristics.

OR

- (b) Briefly explain the significance of Decentralization in modern governance.

17. (a) Discuss the role of ICT in making governance more transparent.

OR

- (b) Explain the concept and importance of a Citizen's Charter.

18. (a) Describe the impact of Globalization on national sovereignty and governance.

OR

- (b) What are the main challenges in implementing E-Governance in developing nations?

19. (a) Explain the role of NITI Aayog in promoting cooperative federalism in India.

OR

- (b) Highlight the importance of Ethics in Public Administration.

20. (a) Briefly discuss the concept of "Environmental Governance" in the context of climate change.

OR

- (b) Analyze the role of Civil Society Organizations in policy advocacy.

Part – C (5 x 8 = 40 Marks)

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

21. (a) Critically examine the evolution of Governance from "Government" to "Governance" in the 21st century.

OR

- (b) Discuss the impact of the Right to Information (RTI) Act in ensuring administrative accountability in India.

22. (a) Elaborate on the "Digital India" initiative. How has it transformed public service delivery?

OR

- (b) Analyze the major hurdles to achieving the Sustainable Development Goals (SDGs) by 2030.

23. (a) Evaluate the importance of Corporate Governance in the stability of the global economy.

OR

- (b) Discuss the mechanisms of Grievance Redressal available to citizens in a democratic setup.

24. (a) "Public-Private Partnership (PPP) is the key to infrastructure development." Discuss with examples.

OR

- (b) Examine the issues and challenges related to Gender Budgeting in governance.

25. (a) Discuss the role of the Lokpal and Lokayuktas in combating corruption in India.

OR

- (b) Analyze the relationship between Human Rights and Good Governance.

BUSINESS ADMINISTRATIVE MANAGEMENT

Cour se code	Course Name	Catego ry	L	T	P	S	Credi ts	Inst. Hou rs	CIA Mar ks	Extern al Marks	Tota l Mar ks
	Business Administrative Management	Elective - 4	Y	-	-	-	3	4	25	75	100
	Course Objectives										
C1:	To introduce classical and contemporary management theories (such as Fayol's Principles and Lean Management) and their application in the modern office.										PO1
C2:	To teach the design and implementation of streamlined workflows and Standard Operating Procedures (SOPs).										PO2,PO3
C3:	To develop skills in managing human, financial, and physical resources effectively within an organizational structure.										PO3
C4:	To emphasize the importance of professional administrative communication, including report writing, meeting management, and internal digital correspondence.										PO4
C5:	To train students in using data and logic to solve administrative bottlenecks and improve overall productivity.										PO4,PO5
UNIT	Content										No. of Hours
I	Administrative Process in Business. Introductory : Importance of Scientific Management in developed and developing economies, basic concepts in business industry, trade, commerce, management and administration. Administrative tasks in Business enterprise - Planning, Organising, Implementing, Coordinating and Controlling Goals and Policy Formulation.										4
II	Mechanics of Organisation a New Business Enterprises, Form of Organisation, Nature of Business, Plant Location and Layout, Capital Budgeting and Financing. Process of Decision Making in business, Identification of problem, Search for alternative solution, Comparative Analysis of Alternatives and the final Choice.										4
III	Finance : Short-term and long-term, Financial needs of an Enterprise, Sources of Funds Elements of financial Management Budgeting and Cost Control. Production : Elements of Production management with special reference to Production Planning and Control.										4
IV	Marketing : Elements of Production management with special reference to Sales Promotion. 27 Personnel Management : Human side of Enterprise Staffing; Recruitment; Training; Promotion and Grievance Handling.										4
V	Problems of Leadership and Executive Development in Business Concerns. An intensive study of organisation and management of										4

	two large sized corporation - one in the private sector and another in the public sector (TISCO and Hindustan Steel).	
	Total	20
	Text Books	
1	Brech : Principles and Practices of Management.	
2	Newman and summer : The Process of Management.	
3	Peter Drucker : The Process of management	
4	Koontz and O'Donnel : Principle of Management	
5	Millet : Principle of management	
	Reference Books	
1	Haynes W. Warrem and Massies : Manager Analysis Concept and Cases	
2	Allen : Management and Organisation	
3	M.C. Shukla : Business Organisation	
4	Urwick : The Elements of Administration	
5	Lawrence and Others: Organisation Behaviour	
	Web Resources	
1	https://www.britannica.com/topic/public-administration	
2	https://www.sigmaweb.org/publications/Principles-of-Public-Administration-2017-edition-ENG.pdf	
3	https://www.academia.edu/30097948/PRINCIPLES_OF_PUBLIC_ADMINISTRATION	
4	https://botw.org/top/Science/Social_Sciences/Public_Administration/	
5	https://www.academia.edu/Documents/in/Administrative_Management	

COs:

CO	Course Outcome Statement
CO1	To Demonstrate the ability to plan, organize, and control office activities to meet specific corporate goals. To Analyze existing business processes and suggest improvements using automation or reorganized hierarchies.
CO2	To Effectively utilize Enterprise Resource Planning (ERP) tools and project management software to track team performance. To Apply knowledge of business ethics, safety regulations, and legal requirements to the administrative environment.
CO3	To Exhibit leadership in delegating tasks, resolving office conflicts, and fostering a collaborative workplace culture.
CO4	To Prepare and monitor administrative budgets, ensuring that office expenditures align with the company's financial strategy.

CO-PO Mapping (Course Articulation Matrix)

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

Level of Correlation between COs and POs:

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

CO-PSO Mapping (Course Articulation Matrix)

CO	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7
CO1	3	3	2	3	2	2	2
CO2	3	3	3	2	3	3	2
CO3	3	3	3	3	3	3	2
CO4	3	3	3	2	2	2	3
Total Score	12	12	11	10	10	10	9

Level of Correlation between COs and POs:

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

BUSINESS ADMINISTRATIVE MANAGEMENT

Time : 3 hours

Total Marks: 75

Part – A (15 × 1 = 15 Marks)

Choose the Correct Answer

1. Which of the following is considered the "Primary Function" of management?
a) Organizing b) Planning c) Controlling d) Staffing
2. The principle of "Unity of Command" implies:
a) One subordinate, one boss b) Many bosses, one subordinate
c) Group of bosses d) None of these
3. Scientific Management was pioneered by:
a) Henry Fayol b) F.W. Taylor
c) Peter Drucker d) Elton Mayo
4. MBO stands for:
a) Management by Objectives b) Management by Organization
c) Management by Observation d) Management by Office
5. The process of grouping activities together is known as:
a) Planning b) Departmentation
c) Decentralization d) Communication
6. "Span of Management" refers to:
a) Number of managers
b) Number of subordinates a manager can effectively supervise
c) Length of a project
d) Hierarchy levels
7. Which leadership style is also known as "Free-rein"?
a) Autocratic b) Democratic c) Laissez-faire d) Paternalistic
8. The two-factor theory of motivation was proposed by:
a) Maslow b) Herzberg c) McGregor d) Vroom
9. Control is a _____ looking function.
a) Forward b) Backward c) Both a and b d) None of the above
10. Communication that flows from subordinates to superiors is:
a) Horizontal b) Upward c) Downward d) Diagonal
11. Selecting the best course of action among alternatives is:
a) Decision making b) Organizing c) Directing d) Controlling
12. The concept of "Scalar Chain" emphasizes:
a) Equality b) Formal line of authority
c) Flexibility d) Innovation
13. Recruitment is a _____ process.
a) Positive b) Negative c) Technical d) Financial
14. PERT and CPM are techniques used in:
a) Planning b) Budgeting c) Project Control d) Staffing
15. An informal organization is created by:
a) Management b) Rules and regulations
c) Social interaction d) Policy manuals

Part – B (5 × 5 = 25 Marks)

Answer ALL questions choosing either (a) or (b). (Not exceeding 250 words each)

16. a) Briefly explain the levels of management in a business organization.

OR

- b) Discuss the importance of business administration in the modern era.

17. a) Explain the steps involved in the planning process.

OR

- b) Define Decentralization and state its advantages.
18. a) Distinguish between Recruitment and Selection.

OR

- b) Describe the qualities of a successful leader.
19. a) What are the barriers to effective communication?

OR

- b) Explain Maslow's Hierarchy of Needs theory.
20. a) Explain the concept of "Budgetary Control."

OR

- b) Discuss the relationship between Planning and Control.

Part – C (5 × 7 = 35 Marks)

Answer ALL questions choosing either (a) or (b). (Not exceeding 600 words each)

21. a) Explain Henry Fayol's 14 Principles of Management in detail.

OR

- b) Discuss the various functions of Management (PODSCORB).
22. a) Define Decision Making. Describe the different types of decisions made in an organization.

OR

- b) Explain the different types of organizational structures with their merits and demerits.
23. a) What is Training? Explain the various "On-the-job" and "Off-the-job" training methods.

OR

- b) Define Delegation of Authority. What are the elements and importance of effective delegation?
24. a) "Motivation is the soul of management." Discuss this statement with reference to Theory X and Theory Y.

OR

- b) Describe the different types of communication channels used in a formal organization.
25. a) Explain the various techniques of Coordination in a large-scale business.

OR

- b) Elaborate on the steps involved in a typical Control Process.

DIGITAL AND TECHNOLOGY GOVERNANCE

Course code	Course Name	Category	L	T	P	S	Credits	Inst. Hours	CIA Marks	External Marks	Total Marks
	Digital and Technology Governance	SEC	Y	-	-	-	3	4	25	75	100
	Course Objectives										
C1:	To introduce the objectives of digital Governance .										
C2:	To empower the citizens to acquire the skills to operate modern computers.										
C3:	To ensure how the government can function efficiently by promoting digital literacy.										
C4:	To examine the purpose of introducing digital information in various government organisations.										
C5:	To enumerate the challenges to be encountered in enhancing digital literacy in India.										
UNIT	CONTENT										No. of Hours
I	Introduction to Digital Governance – meaning – nature and scope for Digital Literacy-creating digital content-multilingual content - navigate the digital world using reading, writing, technical skills, and critical thinking-using technology—like a smart phone, PC, e-reader.										4
II	Information & Data Governance - Definition of Information and Data-Browsing, searching and filtering- Evaluating data and digital content-analyse, compare and critically evaluate the credibility and reliability of sources of data, information and digital content- organise, store and retrieve data, information and content in digital environments.										4
III	Communication & Collaboration -digital citizenship -Interacting through open data sharing - information through open data - communicate effectively in digital media and spaces, such as text-based forums, online video, audio and social media-participate in digital teams and working groups- collaborate effectively using shared digital tools and media.										4
IV	Digital Identity - Netiquette and digital identity-person's online activity, biometric behavioural data, Driver's licenses, social security numbers, key fobs, employee badges, bank account logins, and personal identification numbers.										4
V	Digital Safety & Security - Technologies and Change-Distributed IT systems and the Internet of Things-Highly secure and highly available software and systems-Data Science, Artificial Intelligence (AI), and Block chain Technologies-Latest sensor technologies and biometric systems for the protection of critical infrastructures and digital identities-Digital solutions for modern environmental management and crisis and disaster management.										4
	Total										20
	Text Books										

1	Stéphane Goldstein (2019), Informed Societies: Why Information Literacy Matters for Citizenship, Participation and Democracy, UK, Facet Publications.
2	Christopher G. Reddick (2012), Public Administration and Information Technology, USA, Jones & Bartlett Learning.
3	Blum-Ross. A (2020), Enhancing Digital Literacy and Creativity Makerspaces in the Early Years, Taylor & Francis.
4	Katharine Reedy and Jo Parker 2018, Digital Literacy Unpacked, UK, Facet Publishing.
5	Pankaj Sharma (2012), E – Governance: The New Age Governance, New Delhi, APH Publishing Corporation.
Reference Books	
1	Swanson Kristen (2013), Professional Learning in the Digital Age, Taylor & Francis Ltd.
2	Pier Cesare Rivoltella (2008), Digital Literacy: Tools and Methodologies for Information Society, USA, IGI Publishing Company.
3	John Hartley (2010), The Uses of Digital Literacy, USA, Aldine Transaction.
4	Carillo Ellen. C (2022), MLA Guide to Digital Literacy, USA, Modern Language Association of America.
5	Rodney Jones (2012), Understanding Digital Literacies: A Practical Introduction, UK, Routledge.
Web Resources	
1	https://www.microsoft.com/en-us/digital-literacy
2	https://eskillindia.org/Course/course_detail/digi-literacy-basic-wadhwani
3	https://www.nielit.gov.in/content/digital-literacy-courses
4	https://www.academia.edu/21490207/Digital_India_Boon_to_Transform_India_into_Digital_Empowered_Society_and_Knowledge_Economy_with_Digital_Literacy
5	https://www.researchgate.net/publication/269900385_The_five_resources_of_critical_digital_literacy_A_framework_for_curriculum_integration

COs:

CO	Course Outcome Statement
CO1	To organise the information/data as per the virtual learning norms, To perceive how digital literacy can promote enlightened citizenship. PO1
CO2	To agree that the 21 st century belongs to government and citizens who are digitally literate PO2, PO3
CO3	To justify why the traditional form of literacy has transformed into digital literacy. PO3, PO4
CO4	To prove that digital literacy will become cost effective and enhance time management. PO4, PO5

CO-PO Mapping (Course Articulation Matrix)

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

Level of Correlation between COs and POs:

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

CO-PSO Mapping (Course Articulation Matrix)

CO	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7
CO1	3	3	2	3	2	3	2
CO2	3	3	3	3	2	2	2
CO3	3	3	2	3	3	2	2
CO4	3	3	3	2	3	2	2
Total Score	12	12	10	11	10	9	8

Level of Correlation between COs and POs:

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

DIGITAL AND TECHNOLOGY GOVERNANCE

Time: 3 Hours |

Maximum Marks: 75

PART – A (15 x 1 = 15 Marks)

Answer ALL questions. Choose the correct answer.

1. What is the primary goal of **IT Governance** in an organization?
a) Increasing hardware sales b) Aligning IT strategy with business goals
c) Reducing the number of employees
d) Writing complex code
2. Which framework is most commonly used for **IT Service Management**?
a) COBIT 5 b) ITIL c) Agile d) Waterfall
3. The "**Digital Divide**" refers to:
a) The gap between high and low-speed internet
b) The gap between those with and without access to modern ICT
c) The difference between hardware and software
d) A specific type of firewall
4. In data governance, "**Data Sovereignty**" implies:
a) Data is free for everyone
b) Data is subject to the laws of the country where it is collected
c) Data belongs only to the government
d) Data cannot be encrypted
5. Which of the following is a key pillar of **E-Governance**?
a) Secrecy b) Transparency
c) Complexity d) Manual processing
6. **GDPR** is a significant regulation focused on:
a) Global Digital Price Records
b) General Data Protection Regulation
c) Government Digital Public Resources
d) General Device Privacy Rules
7. What does the term "**Interoperability**" mean in digital systems?
a) The ability of systems to work together
b) The speed of a processor
c) High-level security encryption
d) Operating a system without internet
8. Which technology is the backbone of **Cryptocurrencies** and decentralized governance?
a) Cloud Computing b) Blockchain
c) Artificial Intelligence d) Virtual Reality
9. **Cyber Ethics** primarily deals with:
a) Buying expensive software
b) Moral behavior and social responsibility online
c) Learning how to hack
d) Building faster computers
10. The role of a **Chief Information Officer (CIO)** is mainly:
a) Technical support b) Strategic leadership of IT
c) Managing social media d) Fixing hardware issues
11. **SaaS** stands for:
a) System as a Service b) Software as a Service
c) Storage as a System d) Security as a Service

12. A "**Smart City**" uses technology primarily to:
 - a) Increase taxes
 - b) Monitor citizens' private lives
 - c) Enhance quality and performance of urban services
 - d) Replace all human workers
13. **Algorithm Bias** refers to:
 - a) A bug in the code
 - b) Systematic and repeatable errors that create unfair outcomes
 - c) The speed of the algorithm
 - d) Using more than one algorithm
14. **Cloud Governance** ensures:
 - a) The weather doesn't affect data
 - b) Cost-effective and secure use of cloud resources
 - c) All data is kept on-premises
 - d) Free storage for all users
15. **Net Neutrality** is the principle that:
 - a) All data on the internet should be treated equally
 - b) Internet should only be used for neutral topics
 - c) Users must pay for every website visited
 - d) ISPs can block any content they dislike

PART – B (5 x 4 = 20 Marks)

Answer ALL questions, choosing either (a) or (b). (Max 250 words each)

16. a) Explain the importance of the **COBIT framework** in enterprise governance.
 OR
 b) Describe the four stages of the **e-Governance maturity model**.
17. a) Discuss the ethical implications of **Artificial Intelligence** in public decision-making.
 OR
 b) Briefly explain the concept of **Digital Identity** and its role in modern governance.
18. a) What are the key components of an effective **Data Governance** policy?
 OR
 b) Define **Cybersecurity Governance** and its significance for national security.
19. a) Explain how **Cloud Computing** has transformed government service delivery.
 OR
 b) Discuss the challenges of implementing **Smart Governance** in rural areas.
20. a) Write a short note on the **Right to Information (RTI)** in the digital age.
 OR
 b) Explain the role of **Open Data** in promoting government transparency.

PART – C (5 x 8 = 40 Marks)

Answer ALL questions, choosing either (a) or (b). (Max 600 words each)

21. a) Critically analyze the impact of **Blockchain technology** on improving transparency in administrative governance.
 OR
 b) Discuss the various **E-Governance initiatives in India** (like Digital India) and their socio-economic impact.
22. a) "Privacy is a fundamental right." Evaluate this statement in the context of **Big Data and Mass Surveillance**.
 OR
 b) Describe the structure and responsibilities of an **IT Governance Committee** within a large organization.

23. a) Elaborate on the **Legal and Regulatory Frameworks** required to manage Cyber Crimes at a global level.

OR

- b) Discuss the role of **Digital Inclusion** strategies in bridging the socio-economic gap in developing nations.

24. a) Analyze the benefits and risks of **outsourcing IT services** from a governance perspective.

OR

- b) Explain the concept of **Sustainable Technology Governance** and its importance in the era of Climate Change.

25. a) Discuss how **Social Media** has changed the landscape of political communication and citizen participation.

OR

- b) Evaluate the future of **Autonomous Systems (Robotics/Drones)** and the need for new regulatory policies.