

Tribhuvan University

Faculty of Management

The Faculty of Management (FoM), Tribhuvan University has its ultimate objective of educating students for professional pursuits in business, industry, and government. It is further dedicated to enhancing the knowledge and understanding of business and public administration. In this pursuit, FoM aims to develop networking with management institutes in the country and abroad to exchange new knowledge, technology and methods of higher level efficiency in the management of the business and public entities. It also aims continuously to innovate and promote cost effective, socially relevant, and modern technology-based management educational programs in Nepal.

The FoM offers many undergraduate programs including Bachelor of Public Administration (BPA), and the Master programs including Master of Public Administration (MPA). FoM also offers Master of Philosophy (M. Phil.) and Doctoral of Philosophy (PhD) programs in management and public administration.

Master of Public Administration (MPA) Program

I. Description of Program

The MPA program aims to fulfill the growing demand for higher studies in Public Administration in Nepal to produce high-level professional human resources to work in teaching, research and academic fields as well as to serve in government, non-government organizations, public enterprises and private sector organizations. In addition, the program maintains a very strong research orientation to upgrade independent research abilities of teachers, academics and other professionals in various fields. The program mainly addresses core issues of public administration within both global and Nepalese contexts. This program envisions that high-level professional human resource and leadership capability in the fields of overall governance and management can confront the emerging challenges of the public administration in order to solve them and pave the path for the future. The specific objectives of the MPA program are:

- a) To equip students with conceptual and managerial knowledge that will allow them to function as effective managers in governmental or non-profit organizations;

- b) To prepare high-level human resources in the area of Public Administration, Development Management, Public Policy, Global Governance, Human Resource Development, and Contemporary Public Affairs Management; and
- c) To generate and enhance research-based knowledge in public affairs management.

II. Curricular Structure

The curriculum for MPA degree comprises three distinct courses as follows:

Core Courses

Fundamentals of Public Administration, Development Management, Public Policy, Human Resource Management, Organizational Behavior, Research Methodology and other courses on public affairs management are the core subjects. These core courses, offered in the first, second and third semesters, impart specific theoretical knowledge of public administration discipline and its uses in practical fields. These courses also enable the students to develop the skill of identifying and analyzing the problems of public affair management.

Specialization Courses

There are four specialization areas namely Development Management, Human Resource Management, Cooperative and Civil Society Governance, and Public Policy. Students can choose one of the areas for specialization. These specialization courses aim to develop students' specific expertise in the selected area of specialization.

Thesis Writing

Students have to write a thesis and should submit it in the fourth semester. Students must use English language for writing their thesis.

Eligibility for Admission

Candidates who have completed a bachelor's degree in any disciplines recognized by TU are eligible for MPA study. The prospective students should take an entrance test to get admission in MPA. Successful candidates will be admitted based on merit.

III. Admission Test

The Faculty of Management (FoM), Tribhuvan University conducts an entrance test for the enrollment of students at MPA level.

IV. Evaluation, Grading, Attendance, and Scholarship

Evaluation and Grading

Total marks obtained in internal and end semester exams shall be graded on absolute or relative bases. The performance of a student shall be evaluated on a four-point scale ranging from 0 to 4 Grade Point Average. A student must secure a minimum Grade Point Average (GPA) of 2.7 or Grade B minus (B-) in each course (see Table 1).

Table 1: Grading System

Letter Grade	Cumulative Grade Point Average (CGPA)	Percentage	Remarks
A	4.0	90 and above	Distinction
A-	3.7 to 3.9	80-89.9	Very good
B+	3.3 to 3.6	70-79.9	First division
B	3.0 to 3.2	60-69.9	Second division
B-	2.7 to 2.9	50-59.9	Pass in Individual Paper
F	0	Below 50	Fail

The determination of a final grade shall be the accumulation of both internal (40 percent) and external (60 percent) evaluation. An internal evaluation shall be based on an internal examination, presentation, project work, discipline, and attendance and participation of students in classroom activities.

Make-up/Retake Examination

Students who failed in the first, second and third semesters, can appear in the make-up exams conducted by FoM. Make-up exams will be conducted as per the provisions of FoM.

Normal and Maximum Duration of the Study

The normal duration and the maximum duration for the completion of the requirements for the MPA program are as follows:

- Normal duration of 24 months (4 Semesters)
- Maximum duration for the completion of course work and/or thesis writing should be within 60 months, i.e. 5 years.

Attendance

Students failing to maintain minimum 80 percent attendance are not allowed to appear in the semester-end examination and regarded as "not qualified." However, in case of serious illness, the students with 70 percent attendance will be given a chance to appear in the end semester exam. In this case, students have to submit an authorized medical certificate.

Scholarship

Of the total students enrolled in the MPA program each department/campus can provide freeship (only tuition fees) for few students. Such tuition waiver is made on the basis of merit and socio-economic condition. Total scholarship quotas are divided among the students according to inclusive quotas. In addition, the teaching institute (s) can also provide scholarship to a female and a male student in each semester. Such scholarship is decided on the basis of merit and also on the basis of merit to those students who have completed their SLC/SEE from community schools and completed ten plus two or equivalent and bachelor degree either from TU constituent or community colleges.

V. Methods of Instruction (Teaching Pedagogy)

The method of instruction in the MPA program is focused on the ways that will help the students to understand and analyze the real-life situations in Nepalese Administration related to government, public agencies, NGOs and others. A combination of class lectures, group discussion, problem-solving exercise, guest lectures, seminar presentation, case analysis, review of literature and project work/field work are the primary methods of instruction.

VI. Course Composition

The duration of the MPA program is for two years (four semesters). There will be core courses, specialization courses and thesis work as given in Table 2. Students can choose any one area for specialization.

Table 2: Course Composition**First Semester**

Subjects	Nature of Course	Credit
MPA 501 Fundamentals of Public Administration	Core	3
MPA 502 Development Management-I	Core	3
MPA 503 Public Sector Human Resource Management	Core	3
MPA 504 Public Finance	Core	3
MPA 505 Local Self-governance	Core	3

Second Semester

Subjects	Nature of Course	Credit
MPA 506 Development Management-II	Core	3
MPA 507 Public Policy -I	Core	3
MPA 508 Administrative System in Nepal	Core	3
MPA 509 Statistics for Public Administration	Core	3
MPA 510 Organizational Behaviour	Core	3

Third Semester

Subjects	Nature of Course	Credit
MPA 511 Public Policy -II	Core	3
MPA 512 Administrative Law	Core	3
MPA 513 Public Enterprises Management	Core	3
MPA 514 Contemporary Management	Core	3
MPA 515 Global Governance	Core	3

Fourth Semester

Subjects	Nature of Course	Credit
MPA 516 Research Methods in Public Administration	Core	3
MPA Two Specialization	Optional	6
MPA 550 Thesis	Core	6

Specialization Areas *

A. Development Management Area

Subjects	Nature of Course	Credit
1. DM 631 Rural/Urban Development	Specialization	3
2. DM 632 Development Planning and Project Management	Specialization	3

B. Human Resource Management Area

Subjects	Nature of course	Credit
1. HRM 641 Comparative Personnel Administration of SAARC Country	Specialization	3
2. HRM 642 Human Resource Development	Specialization	3

C. Cooperatives and Civil Society Governance Area

Subjects	Nature of Course	Credit
1. CGG 651 NGOs Studies	Specialization	3
2. CGG 652 Cooperative Management	Specialization	3

D. Public Policy Area

Subjects	Nature of Course	Credit
1. PP 661 Public Policy Analysis-I	Specialization	3
2. PP 662 Public Policy Analysis-II	Specialization	3

*Note: Students can choose one of the specialization areas

MPA First Semester

MPA 501: Fundamentals of Public Administration

Credit Hours: 3

Lecture Hours: 48

Course Objective

The purpose of this course is to provide a basic foundational knowledge of public administration and management. The course intends aiming to familiarize the students with the concepts, theories and emerging trends of public administration and management. It also aims at encouraging the students to apply the methods used by the administrator/managers in the changed context.

Course Contents

Unit 1: Introduction to Public Administration

LH 16

- Evolution, concept and scope of public administration
- Politics and administration: Politics – administration dichotomy, representative government and bureaucracy, bureaucratizing democracy
- Public administration as a multi-disciplinary approaches: political, managerial and legal approaches to public administration
- Principles of public administration
- New public administration
- New public management (NPM)
- Governance
- Postmodern in public administration

Unit 2: Management and Organization Theory

LH 10

- The origins of public management
- Organization Theory: Classical approaches (scientific management, organization and management; and bureaucratic theory), neo-classical approach (human relations and behavioral approach, structural organization theory) and system theory
- Techniques in public administration (decision making cycle and process, coordination in organization)

Unit 3: Intergovernmental Relations**LH 8**

- The evolution of federalism
- The structure of intergovernmental relations and management
- Dynamism federalism

Unit 4: Machinery of Government**LH 6**

- Concept of machinery of government
- Federal, sub-national (state) and local government machinery

Unit 5: Administration in Comparative Perspective**LH 8**

- Political culture and public administration
- Personnel practice in comparative perspective
- Budget practice in comparative perspective
- Policy making in comparative perspective

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MPA 502: Development Management-I

Credit Hours: 3

Lecture Hours: 48

Course Objective

The objective of this course is to provide a broad knowledge of theories and dimensions of development management and make students able to analyze the issues related to development management.

Course Contents

Unit1: Introduction to Development Management **LH 12**

- Development: concept, nature, philosophy and dimensions of development
- Growth with redistributive justice
- Emergence and overview of development administration
- Concept of development management

Unit 2: Comparative Public Administration **LH14**

- Genesis of comparative public administration (CPA)
- Models and approaches of CPA: bureaucratic model, ecological model, structural-functional model, agraria-industria and fused-prismatic-diffracted model; prismatic sala model
- Concept of endogenous and exogenous development

Unit 3: Institution Building **LH6**

- Concept of organization and institution
- Institution building and its model

Unit 4: Capabilities of a State and Bottom up Approaches to Development **LH8**

- Concept of nation building and state building
- Decentralization
- People's participation
- Public private partnership (PPP)

Unit 5: Social Change and Planning for Development **LH8**

- Social change: concept, factors and process
- Resource bases and resource mobilization
- Concept of development planning (Macro, meso & micro-planning)

- Monitoring and evaluation of development plan in Nepal

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- Management development
- Career development
- Human resources development practices

Unit 4: Retention Policy

LH 10

- Compensation and benefits including safety and health
- Motivation, performance evaluation/appraisal
- Code of ethics and discipline
- Grievance handling, collective bargaining, retirement and dismissal

Unit 5: Emerging Trends and Challenges in Public Sector HRM

LH 8

- Managing diverse workforce
- Emerging issues and challenges in working with human resources (quality of HRM and quality of HRM policies and practices)

References

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MPA 504: Public Finance

Credit Hours: 3

Lecture Hours: 48

Course Objective

The objective of this course is to provide students with the basic knowledge of public sector economics and fiscal administration so as to make them competent and capable in understanding its evolution, principles and theories together with the significance of the public financial operation in the modern era.

Course Contents

Unit 1: Introduction to Public Finance 10 LH

- Concept, nature, scope and significance of public finance
- Functions of public finance: allocation, distribution and stabilization
- Fiscal policy: concept, objectives and scope

Unit 2: Public Revenue 10 LH

- Concept of public revenue, cannons of taxation, principles of taxation: benefit principle and ability to pay principle
- Characteristics of effective tax system, revenue administration

Unit 3: Public Expenditure**10 LH**

- Concept, structure and principles of public expenditure, pattern of public expenditure, public expenditure financial accountability (PEFA)

Unit 4: Public Debt**10 LH**

- Concept and need of public debt
- Sources and structure of public debt
- Burden of public debt
- Principles of debt management

Unit 5: Budgeting**LH 8**

- Concept of government budgeting
- Theories of budgeting: classical and modern concepts of budgeting
- Types of budgeting
- Process of government budgeting in Nepal and medium-term expenditure framework (MTEF)

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MPA 505: Local Self-governance

Credit Hours: 3

Lecture Hours: 48

Course Objective

The aim of this course is to familiarize the students with the theories and practices of local government system and its contemporary issues in governance dynamism so that the students will be able to bear responsibilities as activists, managers and promoters of local government system in general and particularly in Nepal.

Course Contents

Unit 1: Concept of Local Government and Local Governance LH 12

- Evolution of local government and its changing perspectives
- Features of local governments, federalism and local governments
- Classification of local governments: basis of classification of local governments, changing roles and responsibilities of local governments
- Need and importance of local governments, central- local relationship

Unit 2: Local Planning and Resource Mapping LH 10

- Local planning process, resource planning, participatory planning with reference to local government
- Private and NGOs participation, rural-urban partnership in planning and development, planning and community empowerment
- Constraints on public private partnership (PPP) in local development in Nepal

Unit 3: Human Resource Management (HRM) System in Local Governments LH 8

- Concept and process of HRM at local government level
- Existing practices of HRM system in local governments
- Issues, challenges and future perspectives in HRM system at local government level in Nepal

Unit 4: Financial System in Local Governments and Partnership LH 10

- Concept of local finance and bases of finance in local governments
- Sources of local finance
- Concept of fiscal federalism
- Roles and responsibilities of revenue sharing committee

Unit 5: Authority of Local Government in Nepal LH 8

- Constitutional rights of local governments in Nepal
- Judicial authority of local governments
- Local Mediation Committee: their roles and responsibilities in Nepal
- Contemporary issues in local governments

References

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MPA Second Semester

MPA 506: Development Management-II

Credit Hours: 3

Lecture Hours: 48

Course Objective

The objective of this course is to provide students with the fundamental knowledge of contemporary development efforts and their impacts. It also makes students able to analyze development goals, implementation mechanisms, and the issues related to development management.

Course Contents

Unit 1: System Capability, Development Theories and Strategies LH 12

- Political system capability
- Institutionalism and neo-institutionalism
- Basic needs approach
- Human right based approach
- Ecological approach
- Sustainable development approach
- Human development approach
- Inclusive approach

Unit 2: Global Development Agenda and Strategies LH 8

- Millennium Development Goals (MDGs)
- Sustainable Development Goals (SDGs)

Unit 3: Essentials of Development Management LH 10

- Administrative capability development (training management)
- Administrative reform
- Human resource development
- Uses of ICT/E-governance

Unit 4: Social Accountability Mechanisms LH 8

- Citizen charter
- Social audit

- Management audit
- Performance management

Unit 5: Issues of Development Management

LH 10

- Corruption
- Poverty
- Migration
- Trust in public institutions
- Climate change
- Administrative culture

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MPA 507: Public Policy-I

Credit Hours: 3

Lecture Hours: 48

Course Objective

The objective of this course is to provide basic knowledge about the conceptual foundations and principles relating to the analytical and interdisciplinary field of public policy. The course intends to make the students to conceptualize policy making and public policy-decision making.

Course Contents

Unit 1: Basic Foundations

LH 14

- Concept of public policy and policy analysis
- Nature and scope of public policy
- Typology of public policy
- Scope of public policy
- Analytical approaches to policy study
- Importance of policy study
- Limits of public policy

Unit 2: Policy Philosophies and Public Interest

LH 10

- Forms of policy philosophies: protectorism, rationalism, brokerism, pragmatism, transference, egoism
- The concept of public interest: Public/collective goods and private goods

Unit 3: Theoretical Approaches to Policy Making

LH 10

- Political systems theory
- Elite theory
- Group theory
- Institutionalism
- Two way communication theory

Unit 4: Public Policy Decision Making

LH 10

- Rational decision making
- Disjointed incrementalism
- Mixed scanning

- Public opinion model
- Concept of bounded rationality

Unit 5: Constraints on Decision Making

LH 4

- Economic constraints
- Political constraints
- Social constraints

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MPA 508: Administrative System in Nepal

Credit Hours: 3

Lecture Hours: 48

Course Objective

The objective of this course is to acquaint students with the evolution and development of administrative system of Nepal so that students can analyze the administrative structure, process and spheres of Nepalese administration.

Course Contents

Unit 1: Administrative System in Ancient Period LH 6

- Kirat
- Lichhavi
- Malla

Unit 2: Administrative System in Post-Unification LH 8

- Shah administration
- Rana administration

Unit 3: Central and Sub-national Level Administrative System in Nepal LH 16

- Central level: constitutional bodies, ministries and departments
- Sub-national level – provincial level administration, and local level administration
- Interrelationship and coordination between central and sub-national level administration

Unit 4: Administrative Reform Efforts in Nepal LH 12

- Concept of administrative reform (AR)
- Efforts of AR in Nepal
- Implementation of AR and its challenges

Unit 5: Administrative Culture and Trends

LH 6

- Administrative culture in Nepal
- Emerging trends and issues of administrative system

References

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MPA 509: Statistics for Public Administration

Credit Hours: 3

Lecture Hours: 48

Course Objective

The objective of this course is to familiarize the students with basic tools and techniques of statistics required to conduct social and behavioral research in public administration.

Course Contents

Unit 1: Introduction to Statistics

LH 4

- Concept, nature, significance and scope of statistics
- General field of statistics: descriptive and inferential statistics
- Measure of central tendency: mean, weighted mean, median and mode

- Measures of dispersion: variance, standard deviation and coefficient of variation

Unit 2: Determining the Bi-Variate Relationship **LH4**

- Correlation analysis: Karl Pearson and Spearman's Rank correlation methods
- Regression analysis: simple linear regression

Unit 3: Probability Theory **LH 10**

- Basic terminologies: combination, event and its type; sample space
- Approach to probability: classical, relative frequency and subjective approaches
- Laws of probability: additional rule, multiplication rule, conditional probability
- Theoretical probability distribution: binomial, and normal distribution.

Unit 4: Estimation **LH5**

- Concept of estimation, sampling distribution, and standard error
- Criteria of a good estimator
- Type of estimates: Point and interval estimate (population mean and population proportion)
- Determining sample size

Unit 5: Test of Hypothesis **LH 25**

- Introduction to test of hypothesis: concept and significance
- Basic terminologies: null and alternative hypothesis, one tailed and two tailed test, type-I and type-II errors
- Steps in test of hypothesis
- Test of significance of large sample: mean (single and double sample), population proportion (single and double sample)
- Test of significance of small Sample: mean (independent and dependent), sample correlation coefficient, test of significance of two sample variances,
- Parametric and non-parametric test, chi-square test (goodness of fits and test of independence attribute)
- Kruskal Wallis Test: test of significance of more than two sample means

References

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MPA 510: Organizational Behaviour

Credit Hours: 3

Lecture Hours: 48

Course Objective

The objective of this course is to provide students with a comprehensive knowledge on organizational behavior so as to make them competent and capable in understanding concepts, theories, tools and techniques of organizational behavior. This course intends to develop analytical and creative skills among the students so that they can practice it in actual working environment.

Course Contents

Unit 1: Fundamentals of Organization Behaviour

LH 6

- Concept and evolution of organization behaviour
- Organization behaviour and public administration

Unit 2: Basic Human Processes

LH 10

- Perception: factor influencing perception perceptual set in organization, perceptual errors
- Personality, determinants of personality, theories of personality, major personality attributes and characteristics
- Theories of learning: social learning and reinforcement

Unit 3: Individual in Organizations

LH 12

- Organizational commitment, job involvement and job satisfaction
- Motivation: concept, content theories (need theory, two factors theory, ERG theory), process theories (expectation theory, equity theory, goal setting theory)
- Power and organizational politics
- Conflict management

Unit 4: Group in Organizations

LH 12

- Concept of group and group dynamic
- Group formation, formal and informal group
- Team work and effective team performance
- Communication: concept, formal and informal communication in organization, communication barriers, effectiveness communication
- Leadership: concept, leadership style and theories of leadership (trait theory, behavior theory and situational theory: Fielder's contingency theory and path goal theory)

Unit 5: Organizational Change and Development

LH 8

- Concept of change, resistance to change; managing organizational change
- Concept and techniques of organization development
- Problems in changing the organization

References

- Adhikari, D. R. (2014). *Organizational Behaviour*. Kathmandu: Buddha Academic Publishers and Distributors.
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MPA Third Semester

MPA 511: Public Policy-II

Credit Hours: 3

Lecture Hours: 48

Course Objective

The objective of this course is to provide knowledge about the conceptual base and practice relating to policy process, actors, institutions and policy delivery analysis. The course intends to impart analytical knowledge, principles and techniques underlying policy delivery analysis and policy learning dynamics.

Course Contents

Unit 1: Policy Process, Actors and Institutions LH 12

- Policy problems, issues and agenda, agenda setting
- Role of governmental and nongovernmental actors and policy perspective
- Factors affecting policy-making

Unit 2: Analytical Approaches to Decision Problem LH 10

- Concept of operations research (OR)
- Operations research techniques: linear programming, scheduling, inventory method, simulation method, PERT, CPM, (concepts and use in policy decision making)

Unit 3: Policy Implementation LH 10

- Concept and approaches to policy implementation: top-down, bottom-up and hybrid perspectives and policy action

Unit 4: Policy Monitoring and Evaluation LH 10

- Concept of monitoring and its approaches
- Concept of evaluation and its criteria
- Types of evaluation
- Constraints on evaluation

Unit 5: Policy Impact and Change LH 6

- Concept and dimensions of policy impact
- Issues relating to policy impact
- Policy transfer and lesson-drawing: concept and forms; actors, objects and degrees

- Issues and barriers

References

- Anderson, J. E. (1979). *Public Policy Making* (2nd ed.). New York: Holt, Rinehart & Winston.
- Cochran, C. L. & Malone, E. F. (2007). *Public Policy: Perspectives and Choices*. New Delhi: Viva Books Pvt. Ltd.
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MPA 512: Administrative Law

Credit Hours: 3

Lecture Hours: 48

Course Objective

This course aims to develop student's knowledge and skills of administrative law required for effective management of administrative procedures in public administration.

Course Contents

Unit 1: Introduction to Administrative Law LH 10

- Concept, nature and scope of administrative law
- Sources and principles of administrative law

Unit 2: Constitutional Perspective LH 10

- Ideas and importance of the constitution
- The rule of law
- The theory of separation of powers

Unit 3: Legislation and Delegated Legislation LH 10

- Concept and process of legislation
- Delegated legislation: concept, need for growth and control

Unit 4: Grievance Handling Mechanisms LH 10

- Administrative tribunals
- Ombudsman, and Commission for Investigation of Abuse of Authority (CIAA)
- Principles of natural justice

Unit 5: Judicial Review and Administrative Action LH 8

- Concept, nature and grounds of judicial review
- Writs

References

Wade, H. W. R. & Forsyth, C. F. (2005). *Administrative Law*. New Delhi: Oxford University Press.

Pandey, K. R. (2058). *Administrative Law*. Kathmandu: Niirmal Gurung.

Devkota, K. L. (2059). *Administrative Law*. Kathmandu: Pairabi Prakadhan.

Khanal, S. P. (2066). *Administrative Law*. Kathmandu: Prashanti Prakashan.

MPA 513: Public Enterprises Management

Credit Hours: 3

Lecture Hours: 48

Course Objective

The basic objective of this course is to provide students with the skills and techniques in managing public enterprises.

Course Contents

Unit 1: Introduction to Public Enterprises (PEs) LH 8

- Concept of public enterprises
- Evolution of public enterprises
- Objectives of public enterprises

Unit 2: Organizational Pattern of PEs LH 10

- Classification of PEs
- Forms of organization: departmental, public corporation, state company, operating contract

Unit 3: Autonomy, Accountability, Social Responsibility and Efficiency LH 12

- Concept of autonomy, accountability and efficiency
- Autonomy Vs accountability
- Accountability of PEs and corporate social responsibility
- Criteria and approaches to efficiency measurement
- Overall performance of PEs and, organization and management aspects of PEs in Nepal

Unit 4: Pricing, Profit Policy and Governing Board LH 10

- Concept of pricing and profit; factors affecting pricing and profit
- Types of pricing system: break even, marginal cost, import parity, discriminating and cost plus pricing
- Governing board: need, composition, types and size of boards

Unit 5: Privatization LH 8

- Concept of privatization
- Forms/modalities of privatization
- Overview of privatization process in Nepal

- Issues and challenges of privatization in Nepal

References

- Gouri, G. (Ed.) (1991). *Privatization and Public Enterprises: The Asia-Pacific Experience*. New Delhi: DHI Publishing Company.
- Gupta, K. R. (2006). *Issues in Public Enterprises*. New Delhi: S Chand & Company.
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- Paudel, L. K. (2006). Privatization Policy Transfer: A Nepalese Experience. *Nepalese Journal of Public and Governance*, XXIV (1), 115-131.

MPA 514: Contemporary Management

Credit Hours: 3

Lecture Hours: 48

Course Objective

The role of public sector is changing in the modern world. Understanding the current agenda, issues, approaches and theories help students in the concerned field. The main objective of this course is to acquaint the students with new agenda, issues, approaches and theories in public sector.

Course Contents

Unit 1: Public Affairs Management

LH 12

- Concept of public affair management (PAM)
- Paradigm shift in PAM: new public management (NPM), new public service (NPS), new public governance (NPG)

Unit 2: Management Approaches

LH 14

- Strategic management: concept and significance of strategic management in public sector; process in formulation of strategic management; implementation of strategic management in public sector; problems on implementing strategic management
- Performance management: concept and significance of performance management; process of performance management and performance related pay

Unit 3: Discretion, Integrity and Ethics in Public Sector**LH 8**

- Concept of discretion, integrity and ethics
- Discretion management in public sector
- Ethics management in public sector

Unit 4: Marketing of Public Services**LH 6**

- Role and functions of government
- Public services delivery system
- Marketing strategies for public services

Unit 5: Emerging Management Techniques in Public Sector**LH 8**

- Innovative management
- Total quality management
- Knowledge management in public sector
- Diversity management

References

- Bangural, Y. & George A. L. (2007). *Public Sector Reform in Developing Countries*. UK: Palgrave Macmillan.
- Brendan, C. N. (2001). *Public Sector Reform: An International Perspective*. UK: Palgrave Macmillan.
- Shahi, H. B. (2018). *Contemporary Public Management*. Kathmandu: Radhika Shahi.

MPA 515: Global Governance**Credit Hours: 3****Lecture Hours: 48****Course Objective**

The course has been designed to familiarize students with the fundamental concepts, theories, mechanisms, issues and challenges of global governance. Similarly, the course introduces students with the roles of global and regional institutions in the contemporary globalized world. The course also aims at exposing the students to the emerging global challenges to create awareness of the situations that the present world is facing.

Course Contents

Unit 1: Introduction to Global Governance **LH 12**

- Global governance: concept and actors
- Overview of theories of global governance: realist theory, liberal theory, constructivist theory, Marxist and Neo-Marxist theories

Unit 2: Foundations of Global Governance and the United Nations **LH 8**

- The state system
- Multilateralism in the twentieth century
- The League of Nations and the formation of the United Nations (UN)
- Introduction to the UN: purposes, principles and organs
- Role of the UN in global governance

Unit 3: Contemporary Issue Areas of Global Governance **LH 8**

- Peace and security governance
- Human development governance
- Human rights governance
- Environmental governance

Unit 4: Global Organizations and Regionalism **LH 12**

- Roles of the World Bank, IMF, WTO, ADB, ILO and International Criminal Court (ICC)
- Regionalism: overview
- Regionalism in South Asia: genesis and introduction to SAARC
- Achievements and challenges of SAARC

Unit 5: Challenges of Global Governance **LH 8**

- Organized crime and international terrorism
- Cyber crime
- Communicable diseases
- Money laundering

References

Bastola, M. K. (2018). *Global Governance: Governance in a New World Order*. Kathmandu: Midas Bastola.

- Basu, R. (2004). *The United Nations: Structure and Functions of an International Organisation*. New Delhi: Sterling Publishers Pvt. Ltd.
- Biswal, T. (Ed.) (2009). *International Relations*. New Delhi: Macmillan Publishers India Ltd.
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MPA Fourth Semester

MPA 516: Research Methods in Public Administration

Credit Hours: 3

Lecture Hours: 48

Course Objective

The aim of this course is to provide students with detail knowledge on research methods in public administration so as to make the students able to write a thesis by choosing appropriate research designs, methods, techniques, tools and procedures for both the qualitative and quantitative studies.

Course Contents

Unit 1: Basic Concepts

LH 12

- Nature of social and behavioral sciences
- Concept, types and process of social research
- Research problem and hypothesis
- Sources of data (primary and secondary)
- Variables and their relationships
- Measurement and scaling; reliability and validity of measuring instruments
- Ethics and value judgment in social research

Unit 2: Literature Review

LH 8

- Concept, process and purpose of literature review
- Citation systems: APA and others

Unit 3: Sampling and Research Designs

LH 10

- Sampling: basic concept
- Probability and non-probability sampling methods and their techniques
- Research designs: concept, purpose and quality of research designs
- Types of research designs: quantitative, qualitative, mixed methods and experimental designs

Unit 4: Data Collection Methods

LH 10

- Survey method: questionnaire construction and structured interview
- Unstructured interviews, observation, content analysis, and document study

- Participatory approaches: RRA and PRA

Unit 5: Data Analysis and Report Writing

LH 8

- Data processing: editing, coding and tabulation
- Use of computer software for data analysis
- Data presentation, interpretation and generalization
- Structure and process of writing a thesis
- Qualities of a good research proposal and report

References

Adhikari, G. P. (2003). *Social Research for Thesis Writing*. Kathmandu: Investigation Nepal.

Baskota, S. (2061). *Research Methodology*. Kathmandu: New Hira Books Enterprise.

Bhanadari, D. R. (2012). *Research Methodology*. Kathmandu: Dhaulagiri Books and Stationery.

Creswell, H. W. (2009). *Research Design: Qualitative, Quantitative and Mixed Methods Approaches*. New Delhi: Sage Publications Pvt. Ltd.

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Kerlinger, F. N. (2000). *Foundations of Behavioural Research*. New Delhi: Surjeet Publications.

Khatri, R. D. (2006). *Introduction to Research Methods*. Kathmandu: Thirdeye Publishers

Kothari, C. R. (2010). *Research Methodology: Methods and Techniques*. New Delhi: New Age International Pvt. Ltd.

Kuhn, T. S. (1962). *The Structure of Scientific Revolutions*. USA: The University of Chicago Press.

Pant, P. R. (2016). *Social Science Research and Thesis Writing*. Kathmandu: Buddha Academic Publishers and Distributors.

Shahi, H.B. (2023). *Research Methods in Public Management*. Kathmandu: Newton Shahi Thakuri

Sharma, P. R. (2064). *Research Methodology with SPSS: Useful Thesis, Project Work and Report Writing*.

Sharma, B. A. V., Prashad, R., & Shatyanaryan P. (1989). *Research Methodology*. New Delhi: Sterling Publishers Pvt. Ltd.

Young, P. V. (1982). *Scientific Social Survey and Research*. New Delhi: Prentice-Hall of India Pvt. Ltd.

Specialization Areas

A. Development Management Area

DM 631: Rural/Urban Development

Credit Hours: 3

Lecture Hours: 48

Course Objective

The objective of this course is to familiarize the students with the objectives, strategies and methods and actions of local development and acquaint them with the local development process and pattern in Nepal.

Course Contents

Unit 1: Local Development

LH 8

- Concept and approaches to local development
- Characteristics of local development
- Policies for local development

Unit 2: Rural Development

LH 10

- concept and objectives of rural development
- Community development and community engagement in rural development
- Strategies and operational modalities of rural development: decentralization, people's participation, integrated development, small farmers development, employment through entrepreneurship, empowerment, and capacity building

Unit 3: Urban Development

LH10

- Concept of urban development, urbanization, and urbanism
- Relationship between urbanization and industrialization
- Strategies of urban development: infrastructure development, housing, environment and slum management
- Issues and challenges of urban development

Unit 4: Agencies and their Roles in Rural/ Urban Development

LH 10

- Central government agencies

- Local governments
- International donor agencies
- Nongovernmental organizations (NGOs)
- Policies and strategies for rural and urban development in Nepal

Unit 5: Recent Trends in Rural/Urban Development

LH 10

- Rural - urban linkage, response to change on economic, social, institutional and political pressure
- Indigenous development, local-global linkages
- Partnership, cooperation and participation
- Integration of policy and funding streams; decentralization, and accountability
- Urbanization and rural-urban migration

References

- Acharya, B. (2062). *Rural Development: Theories and Approaches*. Kathmandu: National Book Center.
- Adhikary, S. P. (2038). *Rural Development in Nepal Problems and Prospects*. Kathmandu: Lalitpur Sajha Prakashan.
- Chambers, R. (2004). *Rural Development: Putting the Last First*. New Delhi: Pearson Education.
- Das, P. L. (2054). *Sociology of Rural Society*. Kathmandu: Rekha Rani Prakashan.
- Hada, G. B. (2062). *Rural Economics of Nepal*. Kathmandu: Dikshanta Pustak Bhandar.
- Hada, G. B. (2063). *Rural Resources, Environment and Management*. Kathmandu: Gyankunja Pustak Bhandar.
- Singh, K. (1999). *Rural Development: Principles, Policies and Management*. New Delhi: Sage Publications.
- Todaro, M. P. & Stephen C. S. (2013). *Economic Development* (11th ed.). New York: Addison-Wesley.

DM 632: Development Planning and Project Management

Credit Hours: 3

Lecture Hours: 48

Course Objective

The objective of this course is to provide knowledge to the students on basic problems and techniques in development planning including socio-cultural and economic conditions required for development, different stages of plan formulation and quantitative planning techniques. It also provides knowledge to the students on basic concepts, theories and analytical techniques of Project Management.

Course Contents

Unit 1: Introduction to Planning and Project Management **LH 10**

- Concept of poverty, inequality, and development
- Introduction to economic growth and development
- Concept of plan, program and project
- Relations between plan and project
- Concept of project management

Unit 2: Project Planning **LH 8**

- Project identification: problem tree and objective tree
- Stages of project and its cycle
- Feasibility study and preparation of project report

Unit 3: Project Appraisal **LH 12**

- Concept of project appraisal, cash flow analysis; discounting and non-discounting techniques
- Economic and social cost benefit analysis, risk, uncertainty and sensitivity analysis; environmental analysis

Unit 4: Project Implementation **LH 10**

- Project organization; network analysis: PERT and CPM
- Project control: budgeting, financial management, inventory management
- Project management information system (PMIS)

Unit 5: Monitoring and Evaluation **LH 8**

- Need for monitoring & evaluation of project
- Logical framework approach; project monitoring and evaluation system adopted by National Planning Commission
- Evaluation approaches adopted by international organizations (UNIDO & the World Bank), Case study

References

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B. Human Resource Management Area

HRM 641: Comparative Personnel Administration of SAARC Country

Credit Hours: 3

Lecture Hours: 48

Course Objective

The objective of this course is to acquaint students on administrative and civil service system of SAARC countries. Eventually, they can learn the policies, programs and practices of SAARC countries.

Course Contents

Unit 1: Comparative Administrative System in SAARC Countries

LH 8

- Overview of administrative system in SAARC countries
- Central government: structure, roles and functions

Unit 2: Overview of Sub-national Level Administration in SAARC Countries LH 10

- State/province level administration
- Local administration

Unit 3: Human Resource Development in SAARC Countries LH 6

- Training and development

Unit 4: Comparative Civil Service System in SAARC Countries LH 16

- Brief overview of the civil service system
- Selection of civil servants: testing and selection procedures
- Compensation, benefits, and retirement benefits
- Placement and transfer
- Career development and promotion system
- Civil service ethics and code of conduct
- Professional neutrality
- Role of recruiting agency, e.g. the Public Service Commission

Unit 5: Administrative and Civil Service Reform Initiatives in SAARC Countries LH 8

- Administrative culture of civil service
- Administrative reform initiatives
- Issues and challenges of administrative system

References

- Ahmed, N. (Ed.) (2018). *Women in Governing Institution in South Asia: Parliament, Civil Service and Local Government*, Switzerland: Palgrave McMillan.
- Jamil, I., Aminuzzaman, S. M., & Haque, S. T. M. (Eds.) (2015). *Governance in South, Southeast and East Asia: Trends, Issues and Challenges*. London: Springer.
- Jamil, I., Dhakal, T.N., & Paudel, N. R. (Eds.) (2019). *Civil Service Management and Administrative Systems in South Asia*. Switzerland: Palgrave McMillan.
- Kabir, S. L. (2013). *Women's Participation in South Asian Civil Services: A Comparative Analysis of India, Pakistan and Bangladesh*. Dhaka: A H Development Publishing House.

HRM 642: Human Resource Development

Credit Hours: 3

Lecture Hours: 48

Course Objective

The objective of this course is to make student aware of the concepts, techniques and practices of human resource development. This course is intended to make students capable of applying the principles and techniques as professionals for developing human resources in an organization. At the end of the course, the students are able to identify the implications and consequences of HRD efforts in organizations.

Course Contents

Unit 1: Introduction to Human Resource Development (HRD) LH 10

- Concept of HRD
- HRD structure and functions
- Roles and competencies of HRD professionals
- Challenges to HRD professionals

Unit 2: HRD Process LH 10

- Assessing need for HRD
- Implementing HRD programs
- Evaluating effectiveness of HRD programs
- HRD audit

Unit 3: Development, Utilization and Maintenance of Human Resources LH 12

- Building a strategy of HRD (steps and processes)
- Utilization and maintenance of HR in the economic development of underdeveloped countries
- Training and development of HR in changing technology
- Human resource information system.

Unit 4: Problems of Human Resource in Public Sector LH 10

- HRD problems at macro and micro level
- Problems related to labor force distribution and migration

- Problems related to acquisition of skilled labor in rural areas
- Issues related to foreign jobs & work safety

Unit 5: HRD Applications and Trends

LH 6

- Career management and development
- Integrating HRD with technology

References

- Agrawal, G. R. (2013). *Human Resource Development in Nepal*. Kathmandu: M. K. Publishers and Distributors.
- Pandey, S. R., Tropp, S., Sharma, B., & Khatiwada, Y. R. (Eds.) (2006). *Nepal Reading in Human Development*. Kathmandu: United Nations Development Program.
- Jayaa, G. R. (1993). *Human Resource Development: Conceptual Analysis and Strategies*. New Delhi: Sterling Publishers Pvt. Ltd.
- Rao, T. V. (2001). *Reading in Human Resource Development*. New Delhi: Oxford IBH Publishing Company Pvt. Ltd.

C. Cooperative and Civil Society Governance Area

CGG 651: NGOs Studies

Credit Hours: 3

Lecture Hours: 48

Course Objective

The objective of this course is to provide the students with an understanding of the theoretical and practical understanding of Non-governmental Organizations (NGOs). Students will be able to analyze and conduct research in the area of nonprofit sector and their roles in development.

Course Contents

Unit 1: Introduction to Non-governmental Organizations (NGOs)

LH 10

- Concept of volunteerism and civic engagement
- NGOs/INGOs: concept, types and their roles in people-centred development and deepening democracy
- Concept of civil society governance

Unit 2: Theories of NGOs and Social Capital

LH 10

- Theories of NGOs: public goods theory, contract failure theory, partnership theory and social origin theory
- Social capital: concept and roles of NGOs in social capital formation

Unit 3: Growth and Development of NGOs in Nepal

LH 8

- Traditional welfare organizations
- Growth and development of modern NGOs
- Classification of NGOs

Unit 4: NGOs in National Policies and Financing in Nepal

LH 10

- NGOs as development partner
- NGOs policies and strategies
- NGOs financing and resource mobilization through NGOs
- Contribution of NGOs: community participation, empowerment and social development

Unit 5: Governance of NGOs/INGOs in Nepal

LH 10

- Legalization of NGOs
- Institutions for governing NGOs
- Transparency and accountability of NGOs
- Code of conduct
- Issues and challenges associated with NGOs

References

- Chand, D. (1991). *Development through Non-Government Organizations*. Kathmandu: Institute for National Development Research and Social Service.
- Chitrakar, A. (1996). *Working with NGOs*. Nepal: IUCN.
- Dhakal, T. N. (2006). *NGOs in Livelihood Improvement: Nepalese Experience*. New Delhi: Adroit Publishers.
- Vartola, J., Ulvila, M., Hossain F., & Dhakal T. N. (Eds) (2000). *Development NGO, Facing the 21st Century Perspectives from South Asia*. Kathmandu: Institute for Human Development.

CGG 652: Cooperative Management

Credit Hours: 3

Lecture Hours: 48

Course Objective

Cooperative businesses exist in a wide variety of sectors, and represent a distinctive model for organizing labour, capital, and knowledge to produce goods and services. Entrepreneurs especially social entrepreneurs have to choose the best organizational model to achieve their objectives. This course intends to equip the student with the practical knowledge of cooperatives, a type of organization creates both social and economic value.

Course Contents

Unit 1: Conceptualization of Cooperatives

LH 12

- Brief introduction to cooperatives
- Historical development of cooperative throughout the world
- Cooperative as an alternative model
- Significance of cooperatives in socio-economic spheres
- Cooperatives in developed and developing countries

Unit 2: Management in Cooperative Sector

LH 12

- Concept of cooperative management
- Principles of cooperative management
- Goals of cooperative management
- Aspects of cooperative management (conceptual understanding of accounting, finance, banking, marketing and human resource management)
- Cooperative law

Unit 3: Business Plan in Cooperatives

LH 8

- Concept of business plan
- Situational analysis
- Marketing plan
- Production plan
- Financial plan

Unit 4: Human Resource Management in Cooperative Organization **LH 6**

- Human resource planning in cooperatives
- Labour laws
- Employees' performance plan
- Human resource development in cooperatives

Unit 5: Corporate Governance and Cooperative **LH 10**

- Concept and significance of corporate governance
- Theories of corporate governance
- Application of corporate governance in cooperatives
- Characteristics of good cooperative governance
- Issues of cooperative governance in Nepal

References

- Kamat, G. S. (2011). *New Dimensions of Cooperative Management*. New Delhi: Himalaya Publishing House.
- Thakuri, C. B. (2010). *An Anatomy of co-operative Movement in Nepal*. Kathmandu: Upkar Prakashan.
- Thompson, D. J. (1994). *Weavers of Dreams: Founder of Modern Cooperative Movement*. USA: The University of California.

D. Public Policy Area

PP 661: Public Policy Analysis- I

Credit Hours: 3

Lecture Hours: 48

Course Objective

The objective of this course is to orient students about the emerging concepts and issues of public policy globally. At the end of the course, the students will be able to understand and analyze the issues of public policy with new perspectives.

Course Contents

Unit 1: Understanding Public Policy Analysis **LH 16**

- Approaches to public policy analysis

- Positivism and post positivism
- Approaches to public policy studies
- Multi-level and multi- disciplinary

Unit 2: Emerging Trends in Public Policy

LH 10

- Policy making in the liberal democratic states
- The globalization and public policy
- Policy sub system and policy regimes

Unit 3: Bureaucracy and Policy Making

LH 8

- Organizations and accountability
- Corporate lobby groups in the policy process

Unit 4: Constraints on Public Policy

LH 6

- Economic constraints on public policy
- Institutional constraints on policy
- Social and cultural constraints

Unit 5: Case Study

LH 8

- Case study on selected substantive policies related to socio-economic issues

References

Adhikari, D. (2061). *Public Policy Analysis*. Kathmandu: Pairabi Prakashan.

Anderson, J. E. (1979). *Public Policy Making* (2nd ed.). New York: Holt, Rinehart, and Winston.

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Edward III, George C., & Sharkansky, I. (1978). *The Policy Predicament*. San Francisco: W.H. Freeman.

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- Sahni, P. (1987). *Public Policy: Conceptual Dimension*. New Delhi: Kitab Mahal.
- Sapru, R. K. (2011). *Public Policy: Art and Craft of Policy Analysis*. New Delhi: PHI Learning Pvt. Ltd.
- Sapru, R. K. (2014). *Public Policy: Formulation, Implementation and Evaluation*. New Delhi: Sterling Publishing Pvt. Ltd.
- Saxena, P. K. (1993). *Comparative Public Policy*. Delhi: Rawat Publications.

PP 662: Public Policy Analysis-II

Credit Hours: 3

Lecture Hours: 48

Course Objective

The objective of this course is to orient students about the political analysis, policy instruments and policy network theory that will enable to analyze policy issues to develop policy considering a broad perspective.

Course Contents

Unit 1: Issues to the Study of Public Policy Analysis

LH 8

- Informing and appraising public policy
- Reframing public policy

Unit 2: Power Models and the Policy Process

LH12

- Political power, elitism, pluralism, corporatism, Marxism, professionalism and technocracy

- Relationships between power, authority and legitimacy

Unit 3: Policy Development

LH 8

- Participants and goals
- Problems and solutions (tools): political feasibility and explaining policy development

Unit 4: Implementation of Sectoral Policy

LH 12

- Health policy
- Education policy
- Social welfare policy
- Energy policy
- Economic policy
- Foreign policy

Unit 5: Case study/ Field Report

LH 8

- Case study/ field report on planning and implementation of a development policy

References

Adhikari, D. (2061). *Public Policy Analysis*. Kathmandu: Pairabi Prakashan.

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