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 contributing for increasing the knowledge and understanding of business and public administration. In this pursuit, FOM aims to develop a networking with management institutes in the country and abroad for achieving higher level efficiency in management of business and public entities. It also aims to continuously innovate and promote cost effective, socially relevant, modern technology-based educational programs in Nepal.

The FOM offers instruction leading to Bachelor of Business Studies (BBS), Bachelor of Travel and Tourism Management (BTTM), Bachelor of Hotel Management (BHM), Bachelor of Business Administration (BBA), Bachelor of Information Management (BIM), Post Graduate Diploma in Police Science (PGDPS), Master of Business Studies (MBS), Master of Tourism Management (MTM) and, Master of Public Administration (MPA). The FOM also offers Master of Philosophy (M.Phil.) in management and doctoral program leading to a degree of Doctor of Philosophy (Ph. D.).

Master of Public Administration (MPA)

I   Programme Description
The master of Public Administration (MPA) programme aims at producing high level human resources for professional careers to serve in the public affairs management of the government, non-government, public enterprises and private sectors. The programme is designed to integrate theoretical foundations with practical skills directed toward defining and developing analytical, conceptual and practical competencies that can be directly utilized by public, non-profit and private sector professionals in their changing work environment. The programme provides the interdisciplinary foundations of public

administration, quantitative skills, sensitivity toward humanistic dimensions of public organizations, fiscal management, policy making, local governance and global governance. The programme focuses on areas of specialization such as Development Management, Human Resource Development, Local Governance and Development, Civil Society Governance and Public Policy. The MPA programme specifically aims to:

1. Equip students with conceptual and managerial knowledge that will allow them to function as effective managers in governmental or non-profit organizations
2. Prepare high-level human resources in the area of public administration, development management, policy formulation and analysis, global governance, human resource development and contemporary issues in public affairs management.
3. Enhance research capability.

II.   Curricular Structure

The curriculum for MPA degree comprises of four separate and distinct course components as follows:

1.   Core Courses: Core courses integrate all functional areas and provide the students with an appreciation of the diversity and interrelationship of Fundamentals of Public Administration, Development Management, Public Policy, Public Finance, Human Resource Management, and Administrative System in Nepal.

2.   Analytical and Professional Core Courses: Analytical courses are designed to enable the students to develop the skill of identifying and analyzing the problems. It includes subjects - Research Methods in Public Administration I & II, Global Governance, Local-self Governance, Organizational Behaviour, Public Enterprise Management and Contemporary Issues in Public Affairs Management.

3.   Specialization Courses: Five specialization areas such as Development Management, Human Resource Management, Public Policy, Local Governance and Development and Civil Society Governance have been offered to students to enable

them to develop their expertise in the respective functional area. Student has to select any one of them.

4.   Thesis Writing: Thesis writing is an optional subject. While opting the specialization areas (elective courses), students are required to take either two courses of 100 marks each or thesis writing of 100 marks with any one course of 100 marks each. Students opting thesis are encouraged to write their thesis within the selected specialization areas.

III.   Eligibility for Admission

Candidates, who have successfully completed Bachelor's degree in any discipline from Tribhuvan University or from any other Universities recognized by TU are eligible for applying MPA programme.

IV.   Admission test

The Faculty of Management (FOM) shall conduct a Central Management Admission Test (CMAT) for the MPA Programme. Students eligible for MPA programme must sit in the CMAT in order to qualify to apply for admission to the campuses offering the MPA programme. The admission test comprises of following areas:

* Verbal Ability
* Quantitative Ability
* Logical Reasoning
* Administrative and General Awareness
* Short Essay

Students must submit the admission test request form along with testimonials (transcripts/marks-sheet, etc.) to Central Department of Public Administration (CDPA). CDPA shall charge a fee for conducting the Entrance Test.

Students must submit their applications for admission to the campus along with the score-sheet. Public Administration Campus gives admission to students on the basis of merit list. The merit list is prepared by considering the admission test score and percentage of marks obtained in the Bachelor's degree. The applicants must enclose with the application form attested copies of:

* Certificates/testimonials of all examinations passed;
* Equivalence, transfers and characters certificates (wherever applicable); and
* Two passports sized photographs.

V. Minimum General Requirements

The minimum general requirements for the MPA programme are as follows:

1. An academic year will consist of a minimum of 150 teaching days excluding the days taken for admission and annual examinations.
2. A paper of 100 marks will have 100 lectures and a paper of 50 marks will have 50 lectures. Each lecture will be of 1 hour duration.

VI. Attendance, Evaluation and Grading System

- The evaluation of the students is based on external examinations. The external examination is an annual examination held at the end of the academic year.
- In the case of students appearing in the examination as private candidates, one must meet the minimum requirements as prescribed by Tribhuvan University. Students not appearing in the first year final examination is not allowed to appear in the second year final examination.
- Office of the Controller of Examinations, Tribhuvan University conducts the final examination for regular and private students. In order to qualify to appear in the annual examinations, a student must meet the following requirements :
  √ The student must have a minimum of 70 percent attendance of the classes actually held.
  √ The students will not be allowed to appear in the second year final examinations without first appearing in the first year final examinations.

The grading system in the annual examinations is as follows:

Third Division	40% and above
Second Division	50% and above
First Division	60% and above
Distinction	75% and above

VII.   Thesis Writing and Evaluation

The student is required to submit two copies of proposed research proposal of thesis to the CDPA.   Students are encouraged to write their thesis proposal within the selected specialization areas.

The evaluation of thesis is based on the written report and viva-voce. The marks allocated for the written part and viva-voce are 75 and 25 respectively. The evaluation of the written part of the thesis is carried out by two external examiners. Students must submit three copies of the theses to the Central Department of Public Administration for evaluation. Viva-voce of the thesis is conducted in the Central Department of Public Administration by a panel of experts formed by the Central Department of Public Administration along with thesis supervisor, and one external examiner appointed by the Central Department of Public Administration. The average of the marks awarded by the experts in the evaluations of the written part and viva-voce of the thesis forms the final marks.

VIII.   Method of Instruction (Teaching Pedagogy)

The method of instruction in the MPA programme is focused on the ways that will help the students to understand and analyze the real-life situations in Nepalese Administration, which should include government, public agencies, NGOs and others.   A combination of class lectures, group discussions, problem solving exercises, guest lectures, seminar presentations, case analysis, review of literature and project / field work are the major methods of instruction.

IX.   Graduation Requirements

The MPA programme extends over two academic years.   The degree is awarded upon the successful completion of all the required courses. All candidates for the MPA degree must fulfil the following requirements:

- The successful completion of 1000 marks as prescribed with passing grades in all the courses
- Complete all the courses within time-limits prescribed for the fulfilment of MPA programme by Tribhuvan University.

X. Course Composition

The Core Courses carry 800 marks and specialization areas (elective courses) carry 200 marks. The following are the courses for the first and second year:

Course No. First Year	Marks
PA 510 Fundamentals of Public Administration	100
PA 520 Development Management	100
PA 530 Public Policy	100
PA 540 Research Methods in Public Administration I	50
PA 550 Human Resource Management	50
PA 560 Organizational Behaviour	50
PA 570 Local-self Governance	50

Second Year	
PA 610 Research Methods in Public Administration II	50
PA 620 Global Governance	50
PA 630 Contemporary Issues in Public Affairs Management	50
PA 640 Public Finance	50
PA 650 Administrative System in Nepal	50
PA 660 Public Enterprise Management	50

II. Specialization Areas (Elective Courses):

Courses equivalent 200 marks are to be selected from any one of the following areas.

a) Development Management

DM 621 Planning and Project Management	100
DM 622 Study on Human Development	100

b) Human Resources Management

HRM 631 Human Resource Development	100
HRM 632 Personnel Administration in Nepal and SAARC Countries	100

c)   Local Governance and Development

LGD 641 Rural Development	100
LGD 642 Urban Governance and Development Management	100

d)   Civil Society Governance

CSG 651 Civil Society Governance and Management	100
CSG 652 NGOs and Development in Nepal	100

e)   Public Policy

PP 661 Public Policy Analysis	100
PP 662 Public Policy Development and Implementation	100

f)   Thesis Writing

TH 675 Thesis	100

Fundamentals of Public Administration

Course Title: **Fundamentals of Public Administration**
Course No.: PA 510   *Full Marks: 100*
Nature of the Course: Core   *Pass Marks: 40*
Duration of the Course: 100 Lecture hrs.
Duration of the Class: 60 minutes

Course Objectives
The purpose of this course is to provide a basic knowledge of Public Administration and Management. The course intends 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 Administrators/Managers in the changed context.

Course Contents
1.   **The Practice and Discipline of Public Administration**   **LH 15**
     1.1   Public in Public administration
     1.2   The Distinctive Characteristics of Public administration
     1.3   Managerial, Political and Legal Approaches to Public Administration

2.   **Public Administration's Century**   **LH 15**
     2.1   Politics / Administration Dichotomy
     2.2   The Principles of administration
     2.3   Public administration as Political science
     2.4   Public Administration as Management
     2.5   Public administration as Public Administration

3.   **Core Functions of Public Administration**   **LH 15**
     3.1   Organization Structure and Processes
     3.2   Organizations and Organization Theory (Bureaucracy/ Scientific Management/ The Human Relations Approach/ Contemporary Approaches)
     3.3   Public Personnel Administration: Basic Functions
     3.4   Budgeting and Finance: Basic Functions
     3.5   Decision Making: Approaches to Decision Making

4.   Administrative Tools   LH 20
     4.1   System approach
     4.2   Participatory approach
     4.3   Contingency approach
     4.4   Ecological approach
     4.5   Management by exception
     4.6   Result oriented management
     4.7   Crisis management

5.   The Convergence of Management, Politics and Law in the Public Sector   LH 20
     5.1   Policy Evaluation and Implementation Evaluation
     5.2   Public Administrative Law
          5.2.1 Concept and scope and Administrative Law
          5.2.2 Separation of power and its role on public administration
          5.2.3 Delegated legislation
          5.2.4 Administration Tribunals for grievance redressal

6.   Public Administration and Globalization   LH 15
     6.1   Public Administration and Postmodernism
     6.2   Public Administration in a Multicultural Environment
     6.3   Role of Public administration in Globalization
     6.4   The Governance Agenda

Basic References
Albert, L. (1976). ***Administration: The Art and Science of Organisation and Management***. Calcutta: Oxford and IBH Publishing Co.
Bhava, N. (ed.). (2004). ***Public Administration in 21st Century***. New Delhi: Kanishka Publishers.
Bidhyt, C. and Bhattacharya, M. (2003). ***Public Administration A Reader***. Oxford: Oxford University Press.
David, O. and Ted, G. (1992). ***Reinventing Government***. Addison-Wesley Company.
Henry, N. (2003). ***Public Administration and Public Affairs***. New Delhi: Prentice-Hall.

Rosenbloom, D.H. and Kravchuk, R.S. (2005). *Public Administration*. Tokyo: Mc-Grew Hill International.

Supplementary Readings
Kaste and Rosenwig. (1988). ***Organization and Management***. Tokyo: McGraw-Hill.
McCurdy, H.E. (2001). ***Public Administration: A Synthesis***. California: Cumming Publishing Company.
Nigro, F.A. and Nigro, L.G. (1980). ***Modern Public Administration***. New York: Harper and Row Publisher.
Robert, P. (1993). ***Public Administration***. New York: Ronald Press.
Starling, G. (2003). ***Managing the Public Sector***. New York: Harcourt Brace College Publishers.

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Development Management

Course Title: **Development Management**
Course No.: 520   *Full Marks: 100*
Nature of the Course: Core   *Pass Marks: 40*
Duration of the Course: 100 Lecture hrs.
Duration of the Class: 60 minutes

Course Objectives
The objective of this course is to provide a broad knowledge of theories and dimensions of Development management and make students able to analyze developmental goals, implementation mechanisms, and the issues related to development management in various sectors such as public, private and the nonprofits.

Course Contents
1.   Introduction   LH 15
      1.1   Concept of Development
      1.2   Dimensions of Development
      1.3   Basic concept and evolution of Development Administration
      1.4   Development Management : meaning, paradigm shift in development administration

2.   Approaches of Development Management   LH 15
      2.1   Bureaucratic model of Development Administration
      2.2   Comparative perspective of Development
      2.3   Social learning approach and people's participation
      2.4   Public-Private Partnership
      2.5   NGO-Government Partnership
      2.6   Decentralization and Local governance

3.   Institutional Building, Social Change and Nation Building   LH 15
      3.1   Concept of institution building, social change and nation building
      3.2   Understanding Institution building model
      3.3   Factors of social change
      3.4   Role of public administration in social change

3.5 Approaches of nation building
3.6 Barriers of nation building

4.   Development Plans and Implementation   LH 15
4.1 Concept of Development plan
4.2 Planning efforts in Nepal
4.3 Resource mobilization
4.4 Concept and aspects of Projects
4.5 Plan implementation and its challenges

5.   Capacity Building in Development Management LH 20
5.1 Need of human resource development
5.2 Management of training
5.3 Administrative reforms
5.4 Political system capability
5.6 Introducing Information Technology and
     Communication (ITC) and E-governance in
     development management

6.   Issues of Development Management   LH 20
6.1 Population policy and migration
6.2 Empowerment and Inclusiveness in development
6.3 Poverty reduction and issue of livelihood
6.4 Corruption and issue of ethics
6.5 Human Resource Development
6.6 Administrative culture

Basic References
Arora, R.K. (1988). *Comparative Public Administration*. New Delhi: Association Publishing House.
Chambers, R. (2007). *Ideas for development*. London: Earthscan Publications Ltd.
Dhameja, A. (eds.). (2003). *Contemporary Debates in Public Administration*. New Delhi: Prentice-Hall of India Pvt. Ltd.
Ferrel, H. (1995). *Public Administration: A Comparative Perspective*. New York: Marcel Dekker.
Madhab, P.P. (1981). *Public Administration and Nation-Building in Nepal*. New Delhi: National Book Organization.

Supplementary Readings

Dhakal, T.N. (2006). *NGO in Livelihood Improvement*. New Delhi: Adroit Publishers.

Gabriel A.A., and Powell, G.B. (1976). *Comparative Politics: A Developmental Approach*. New Delhi: Oxford & IBH Publishing Co.

Jeffrey, S. (2005). *The End of Poverty*. Penguin.

Madhab, P.P. (1991). *Administration Reforms in Nepal*. New Delhi: National Book Organization.

Mark, T. and David, H. (1997). *Governance, Administration & Development: Making the State Work*. England: Macmillan Press.

Owen, E.H. (1994). *Public Management & Administration: An Introduction*. London: The Macmillan Press Ltd.

Pande, S.R., Tropp, S., Sharma, B. and Khatiwada, Y.R. (eds). (2006). *Nepal: Readings in Human Development*. Kathmandu: United Nations Development Programme.

Publications of National Planning Commission and Central Bureau of Statistics, Nepal.

Rhodes, R.A.W., Saran A.B., and Bert, A.R. (eds.). (2006). *The Oxford Handbook of Political Institutions*. Oxford: Oxford University Press.

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Public Policy

*Course Title: **Public Policy***
Course No: PA 530
Nature of the Course: Core   *Full Marks: 100*
Duration of Course: 100 Lecture hrs.   *Pass Marks:40*
Duration of the class: 60 minutes

Course Objectives
The objective of the course is to provide the students with the conceptual, methodological and analytical knowledge and skills appropriate for analyzing issue-areas of public policy. The course will emphasis on familiarizing the students with a number of approaches, methods and analytical techniques, public policy making addressing the complex, interdependent and multidisciplinary nature of contemporary policy problems.

Course Contents
1.   **An Introduction to Public Policy**   **LH 25**
     1.1   Meaning and concept of public policy
     1.2   Public Policy typology
     1.3   Subject matters of public policy
     1.4   Methods of the study of policy-making process
     1.5   Nature and scope of public policy
     1.6   Purposes of the study of the public policy

2.   **Theories of Policy Making**   **LH 15**
     2.1   Political System Theory
     2.2   Group Theory
     2.3   Elite Theory
     2.4   Institutional Theory

3.   **Agenda Setting and Policy Life Cycles**   **LH 10**
     3.1   Social construction of problems
     3.2   Role of power in defining or defying problems
     3.3   Role of ideas, individuals and think tanks in identifying policy issues
     3.4   Rationale of Agenda Setting
     3.5   Role of state and non-state actors in policy making
     3.6   Factors influencing policy making process

3.7   Policy Life Cycle

4.   Models of Decision Making   LH 15
      4.1   Key theories associated with decision making,
            including rational choice theory, incrementalism,
            Mixed-Scanning, Public Opinion Theory

5.   The Implementation of Public Policy   LH 15
      5.1   Approaches to policy implementation: Top down,
            Bottom up, Synthesis of both top down and bottom
            up and Policy Action Model
      5.2   Requirements of effective implementation

6.   Monitoring and Evaluation of Public Policy   LH 10
      6.1   Monitoring and evaluation concepts
      6.2   Criteria for evaluation
      6.3   Techniques of evaluation
      6.4   Problems in evaluation
      6.5   Policy impacts: Change or continuity of policy

7.   Policy Transfer and International Lesson Drawing   LH 5
      7.1   Concept of policy transfer and lesson drawing
      7.2   Forms of Policy Transfer
      7.3   Agents of Policy Transfer
      7.4   Barriers to Policy Transfer

8.   A Case Study on any Policy Issue in Nepal   LH 5
      8.1   Policy issue concept
      8.2   Institutional structure
      8.3   Various challenges related with the policy in
            relation with the current policy
      8.4   The way forward

Basic References
Anderson, J. (1979). *Public Policy Making*. New Work: Holt,
Rinehart and Winston.
Charles L.C. and Eloise F.M. (2007). *Public Policy Perspectives
and Choices*. New Delhi: Viva Books Private Limited.
George, C.E. II and Sarakansky, I. (1978). *The Policy
Predicament: Making and Implementing Public Policy*. San
Francisco: W.H. Freeman and Co.

Hill, M. and Hupe, P. (2006). *Implementing Public Policy: Governance in Theory and Practice*. New Delhi: Sage Publication Ltd.

Howlett, M., and M. Ramesh. (2003). *Studying Public Policy: Policy Cycles and Policy Subsystems*. Oxford: Oxford University Press.

Parsons, W. (1995). *Public Policy: An Introduction to the Theory and Practice of Policy Analysis*. Aldershot: Edward Elgar.

Paul, D. (1994). *Public Policy: Formulation and Implementation in India*. New Delhi: Devika Publications.

Rijal, P.R. (1995). *Fundamentals of Public Policy Analysis*. Kathmandu: Mrs. Indira Rijal.

Supplementary Readings

Bennet, C.J. (1991). **How States Utilise Foreign Evidence**. *Journal of Public Policy* 11(1), pp.39-54.

Kistaiah, M. (ed). (1986). *Public Policy and Administration*. New Delhi: Sterling Publishers Pvt. Ltd.

Little, I.M.D. (2002). *Ethics, Economics and Politics: Principles of Public Policy*. Oxford: Oxford University Press.

Rose, R. (1993). *Lesson Drawing in Public Policy: A Guide to Learning Across Time and Space*. New Jersey: Catham House.

Sapru, R.K. (2004). *Public Policy: Formulation, Implementation and Evaluation*. New Delhi: Sterling Publisher Pvt. Ltd.

Sahani, P. (1987) *Public Policy: Conceptual Dimension*. Allahabad: Kitab Mahal.

Research Methods in Public Administration-I

*Course Title: **Research Methods in Public Administration-I***
Course No.: PA 540   *Full Marks: 50*
Nature of the Course: Core   *Pass Marks: 20*
Duration of the Course: 100 Lecture hrs.
Duration of the Class: 60 minutes

Course Objectives
The objective of this course is to familiarize the students with the application of various elementary statistical methods required to conduct social and behavioural research in public administration and prepare research reports.

Course Contents
1.   Introduction   LH 5
    1.1   Meaning of statistics
    1.2   General field of statistics
    1.3   Use of statistics
    1.4   Summarizing the data
    1.5   Measure of Central Tendency: mean; weighted mean
    1.6   Concepts of median and mode
    1.7   Measure of dispersion: range, variance and standard deviation
    1.8   Use of descriptive statistics

2.   Determining the Bi-variate Relationship   LH 10
    2.1   Correlation analysis: Karl Pearson's and Spearman's rank
    2.2   Regression analysis
    2.3   Significance of observed sample correlation and regression coefficients.

3.   Probability   LH 10
    3.1   Introduction: meaning, importance, events
    3.2   Basic laws of Probability: classical approach, relative frequency approach and subjective approach

3.3 Some fundamental rules of probability: additional rule, multiplication rules, conditional probability

3.4 Theoretical distributions: Binomial and Normal distribution

4. Inferential Statistics: Estimation   **LH 10**
    4.1 Estimation
        4.1.1 Basic concept of sampling distribution and standard error
        4.1.2 Estimator and estimate
        4.1.3 Criteria of a good estimator
        4.1.4 Types of estimates
        4.1.5 Interval estimate for population proportion and mean
        4.1.6 Determining sample size

5. Inferential Statistics: Test of Hypothesis   **LH 15**
    5.1 Test of hypothesis
    5.2 Introduction: meaning, critical values, significance level, type I and type II errors, one tailed and two tailed tests, steps in testing a hypothesis, (parametric and non-parametric tests)
    5.3 Test of significance of proportion (single and double samples)
    5.4 Test of significance of mean (single and double samples, large and small samples, independent and dependent samples)
    5.5 Test of significance of difference of two sample variances (F- test)
    5.6 Test of goodness of fit and test of independence (Chi-square test)
    5.7 Test of significance of more than two sample means (Ordinal data- Kruskal Wallis H-test)

Basic References
Chandan, J.S. (1999). *Statistics for Business and Economics*. New Delhi: Vikash Publishing House Ltd.
Gupta, S.C. (2007). *Fundamentals of Statistics*. Bombay: Himalaya Publishing House.

Hinkle, D.H., Wiersma, W. and Jurs, S.G. (2007). *Applied Statistics for the Behavioural Science*. Boston: Houghton Mifflin Company.

Levin, R.I., and Rubin, D.S. (2000). *Statistics for Management*. New Delhi: Prentice-Hall of India Ltd.

Levine, D., Bereson, M.L. and Stephan. (1999). *Statistics for Mangers*. New Jersey: Prentice-Hall.

Macfie, B., and Nufrio, P M. (2006). *Applied Statistics for Public Policy*. New Delhi: Prentice-Hall of India Pvt. Ltd.

Supplementary Readings
Pant, P.R. (2009). *Social Science Research and Thesis Writing*. Kathmandu: Buddha Acadmeic Enterprises Pvt. Ltd.

Sharma, P.K., and Chaudhary, A.K. (2058). *Statistical Methods* Kathmandu: Khanal Books Prakashan.

Shrestha, S., and Silwal, D. (2000). *Statistical Methods in Management*. Kathmandu: Taleju Prakashan.

Sthapit, A., Gautam, H., Joshi, P.R. and Dangol, P. (2003). *Statistical Methods*. Kathmandu: Buddha Academic Publishers and Distributors Pvt. Ltd.

Human Resource Management (HRM)

*Course Title: **Human Resource Management (HRM)***
Course No.: PA 550
Nature of the course: Core   *Full Marks : 50*
Duration of the course: 50 Lecture hrs.   *Pass Mark: 20*
Duration of the Class: 60 minutes

Course Objectives
This course provides the fundamental concepts, terminology and technical basics involved in public sector human resources management so that students can deal effectively with the human issues that arise in the workplace.

Course Contents
1.   Introduction of Human Resources in Public Sector   **LH 8**
      1.1   Evolution of Human Resource Management in Public sector
      1.2   Classification System (Traditional Concept and new trends)
      1.3   Organization for Personnel Functions

2.   Acquisition Of Human Resources   **LH 8**
      2.1   HR Planning
      2.2   Job Analysis, Description & Evaluation
      2.3   Recruitment, Selection & Placement

3.   Development of Human Resources   **LH 6**
      3.1   Socialization
      3.2   Employee Training - Training Cycle
      3.3   Career System: Closed, Open & portfolio career

4.   Maintenance of Human Resources   **LH 8**
      4.1   Compensation
      4.2   Benefits & Service Conditions
      4.3   Safety & health

5.   Employees Right & Obligations   **LH 8**
      5.1   Conduct and Discipline
      5.2   Employees Rights to Association

     5.3   Grievance handling

     5.4   Collective Bargaining

6.   **Challenges in Public Sector HRM**   **LH 12**

     6.1   Strategic Human Resource Management (SHRM)

     6.2   Inclusive Democracy: Gender Mainstreaming

     6.3   Representation of Ethnic & Marginalized
           community, Diversity management Performance
           Management

Basic References

Armstrong, M. (1990). *A Hand Book of Human Resource Management*. New Delhi: Aditya Books.

Decenzo, A.D. and Robbins, S.P. (1998). *Personnel / Human Resource Management*. New Delhi: Prentice- Hall

Flipp, E.B. (1998). *Personnel Management*. New York: McGraw Hill

French, W.L. (2003). *Human Resource Management*. Houghton Mifflin Co.

Mamoria, C.B. (1997). *Personnel Management*. Bombay: Himalayan Publishing House

Mitchell, T.R. (1982). *People in Organization*. New York: McGraw-Hill

Stahl, O.G. (1971). *Public Personnel Administration*. New Delhi: Oxford and IBH Publishing Co.

Supplementary Readings

Tiwari, M. (2061). *Nepalko Nijamati Sevama Janasakti Bayabasthapan*. Kathmandu: Mrs. Kanti Tiwari.

United Nations. (2007). *Public Administration in Democratic Governance*. New York: UN.

Organizational Behaviour

*Courses Title: **Organizational Behaviour***
Course No.: PA 560   *Full Marks: 50*
Nature of the Course: Core   *Pass Marks: 20*
Duration of the Course: 50 Lecture hrs.
Duration of the Class: 60 minutes

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

Course Contents
1.   **Fundamentals of Organization Behaviour   LH 10**
     1.1   The Field of Organization Behaviour (Organization Behaviour: Its basic nature; Significance of OB; Fundamental Assumptions)
     1.2   Evolution and Development of organizational behaviour
     1.3   OB responses to Advances technology

2.   **Basic Human Processes   LH 10**
     2.1   Perception
     2.2   Learning and Reinforcement
     2.3   Personality
     2.4   Perceptions and Attributions
     2.5   Skills and Abilities
     2.6   Emotions and Stress

3.   **Individual in the Organization   LH 7**
     3.1   Work-related Attitudes: Job Satisfaction and Organizational Commitment
     3.2   Motivation: Basic Motivational Process
        -     Content theories of motivation (Need Theories, Two-Factor Theory, The Job

Design approach: Achievement/Power Theory)
- Process Theories of Work Motivation (Expectancy Theory, Equity Theory, Goal-setting Theory, Reward Systems)

4. Group Dynamics   LH 8
4.1 Group Dynamics and Work Teams : Group at Work: Basic Nature; The structural Dynamics of Work Groups; Teams; Effective Team Performance
4.2 Communication: Nature of Communication; Formal Communication in Organization; Informal Communication Networks; Individual Differences in Communication
4.3 Conflict in Organization : Nature of conflict, Causes of conflict, Conflict Management Strategies
4.4 Trust and Cooperation in Organization

5. Power and Leadership   LH 8
5.1 Power: Influence; Individual Power; Empowerment; Organizational Politics
5.2 Leadership: Concepts, Characteristics, Traits Approach, Leadership Behaviour, Contingency Theories of Leadership (Fielder, House, Balchard), Emerging Theoretical Framework for Leadership

6. Organization Culture, Change & Development   LH 7
6.1 Organizational Culture
6.2 Managing Organization Change
The nature of change Process
Structuring a Planned Change
Resistance to Change
Organization Development Intervention
Organizational Change Techniques
Problems in Changing Organizations

Basic References
Andre, R. (2009). *Organization Behaviour: An Introduction to your Life in Organization*. New Delhi: Pearson Prentice Hall.

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Greenberg, J. and Baron, R.A. (2009). ***Behaviour in Organization***. Pearson: Prentice Hall.

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Rizzo, J.R. and Stephen, J.C. (2008). ***Organizational Behaviour: A Comprehensive Manual***. New Delhi: Beacon Books.

Robbins, S.P. and Sanghi, S. (2007). ***Organizational Behaviour***. New Delhi: Pearson Education.

Slocum, J.W. and Don, H. (2009). ***Fundamentals of Organizational Behaviour***. Australia: Thomson South-Western.

Local-self Governance

Course Title: **Local-self Governance**
Course No.: PA 570   *Full Marks: 50*
Nature of the Course: Core   *Pass Marks: 20*
Duration of the Course: 50 Lecture hrs.
Duration of the Class: 60 minutes

Course Objectives
The aim of this course is to familiarise the students with the theory and practice of local governance system and its contemporary issues and dynamism, so that the students will be able to shoulder responsibilities as activists, managers or promoters of local government system in general and particularly in Nepal.

Course Contents

1.   Introduction   LH 10
     1.1. Conceptual background: Concept of local governance system
     1.2. Need and importance of local governance
     1.3. Changing perspectives of local governance
     1.4. Local Governance System in Federalism

2.   Classification of Local Governance System   LH 7
     2.1   Classification of Rural Structures
     2.2   Classification of Urban structures
     2.3   Roles and responsibilities including judicial responsibilities of local bodies and their relevance in governance

3.   Planning and Resource Mobilization   LH 8
     3.1   Planning at local level
     3.2   Components of Planning
     3.3   Resource Planning
     3.4   Participatory Planning

4.   Personnel Management in Local Governance
**   System   LH 10**

    4.1 An overview on local government personnel system in Nepal

    4.2 Acquisition, Development, Utilization, Retrenchment of personnel system in local governance system

    4.3 Issues and challenges in local governance personnel system in Nepal

5.   **Institutional Partners for Local Development**   **LH 10**

    5.1 Modes and Methods of partnership

6.   **Local government System**   **LH 5**

    6.1 Contemporary issues

Basic References
Baral, L.K. and et. aI. (2004). ***Nepal Local Leadership and Governance***. New Delhi: Adroit Publishers.
Bourn, J. (1979). ***Management in Central and Local Government***. Melbourne: Pitman.
Jain, L.C. (ed.). (2007). ***Decentralization and Local Government***. New Delhi: Orient Longmen.
Jayal, N.G., Prakash, A. and Sharma, P.K. (eds.). (2006). ***Local Governance in India: Decentralization and Beyond***. India: Oxford University Press.

Supplementary Readings
Khanal, R. (2006). ***Local Governance in Nepal: Democracy at Grassroot***. Kathmandu: Smriti Books.
Mishra, R.P. (1983). ***Local Level Planning and Development***. New Delhi: Sterling.
Richards, P.G. (1975). ***The Reformed Local Government System***. London: G. Allen & Unwin.
Ross, R.M. and Millsap, F.K. (1966). ***State and Local Government and Administration***. New York: The Rionald Press Company.
Stedman, M.S. (1979). ***State and Local Governments***. Cambridge: Cambridge University Press.

Research Methods in Public Administration - II

Course Title: ***Research Methods in Public Administration - II***
Course No.: PA 610   *Full Marks: 50*
Nature of the Course: Core   *Pass Marks: 20*
Duration of the Course: 50 Lecture hrs.
Duration of the Class: 60 minutes

Course Objectives

This course introduces students to the concepts, approaches and methods of research in public administration. Students explore different research methods and methodologies (including experimental design, survey, observation, content analysis, case study, and evaluation) for social and behavioural sciences so as to make them able to conduct research and to write a thesis in public administration.

Course Contents

1.   Introduction   LH 10
    1.1   Nature of social and behavioural sciences
    1.2   Sources of knowledge
    1.3   Epistemological models: Positivism constructionism, and objectivism
    1.4   Social research: Concept, Significance and process
    1.5   Types of Social research
    1.6   Approaches to Social Research
    1.7   Ethics and value judgment in social research
    1.8   Research methods in public administration: An overview

2.   Literature Review   LH 5
    2.1   Concept and Significance
    2.2   Sources of Literatures
    2.3   Methods and process of reviewing literatures

3.   Fundamental Concepts of Research   LH 15
    3.1   Research problem
    3.2   Variables and their relationships
    3.3   Social Research Hypothesis

    3.4   Data: Primary and secondary
    3.5   Measurement and scaling
    3.6   Test of reliability and validity

4.   Research Design and Proposal Writing   LH 5
    4.1   Research design: Meaning, purpose and quality
    4.2   Qualitative, Quantitative and Mixed research
          designs
    4.3   Sampling Design
    4.4   Practice of writing a research proposal

5.   Data Collection Methods   LH 10
    5.1   Questionnaire : Mail questionnaire vs. interview
          schedule
    5.2   Interview: Structured and unstructured; Focused
          group discussion
    5.3   Observation: Participant and non-participant
    5.4   Participatory approaches: RRA and PRA
    5.5   Content analysis; Document study
    5.5   Triangulation :Methods and Significance

6.   Data analysis and Report Writing   LH 5
    6.1   Data processing: Editing, coding and tabulation;
          Presentation, interpretation and generalization of
          data
    6.2   Report writing: Reference citation, Mechanical
          format of report; Qualities of a good research
          report

Basic References
Anderson J. et al. (1970). ***Thesis and Assignment Writing***. New Delhi: Wiley Eastern Ltd.
Crotty, M. (1998). ***The Foundations of Social Research***. New Delhi: Sage Publications.
Edmunds, H. (2001). ***The Focus Group Research Handbook***. USA: NTC Business Books in conjunction with the American Marketing Association.
Kothari, C.R. (2004). ***Research Methodology: Methods and Techniques***. New Delhi: New Age International Pvt. Ltd. Publishers.

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Adhikari, G.P. (2008). *Social Research for Thesis Writers*. Kathmandu: Subhadra Adhikari.

Chambers, R. (1987). "Shortcut Methods in Social Information Gathering for Rural Development Projects", *Proceedings for the 1985 International Conference on Rapid Rural Appraisal*. Thailand: Khon Kaen University, Rural Systems Research and Farming Systems Research Projects.

Goode, W.J. and Hatt, P.K. (1952). *Methods in Social Research*. Tokyo: McGraw-Hill Co.

Kenneth, D.B. (1982). *Methods of Social Research*. New York: The Free Press.

Kerlinger, F.N. (1979). *Foundations of Behavioural Research*. New Delhi: Surjeet Publications.

Miller G.J., and Whicker, M.L. (eds.). (1999). *Hand book of Research Methods in Public Administration*. Basel: Marcel Dekker Inc.

Saunders, N.K. and Marks et. al. (2000). *Research Methods for Business Students*. England: Pearson Ed. Ltd.

Silverman, D. (2006). *Interpreting Qualitative Data*. New Delhi: Sage Publications.

Yin, R.K. (2003). *Case Study Research*. Applied Social Research Series Vol. 5. New Delhi: Sage Publications.

Global Governance

Course Title: **Global Governance**
Course Code: PA 620
Nature of Course: Core   *Full Marks: 50*
Duration of Course: 50 Lecture Hrs   *Pass Marks: 20*
Duration of the Class: 60 minutes.

Course Objectives
This course intends to familiarize the students with the various aspects of Global Governance. Special focus will be given to the Concept, Evolution and Need of Global Governance, and Challenges and dilemmas of Global Governance. The course will focus on the role and functioning of international organizations in global governance and the contribution that international institutions and processes can make to the challenges facing national governments.

Course Contents
1.   Understanding Global Governance   LH 8
    1.1   Concept of Global Governance
    1.2. Theoritical foundations of Global Governance: Liberalism, Realism, Constructivism, Marxist and Neo-Marxist Theory, Dependency and World – System Theory

2.   Evolution of Global Governance   LH 10
    2.1. Foundations of Global Governance: The State System and its weaknesses, Governance innovations in the Nineteenth century, Multilateralism in the twentieth century and League of nations
    2.2. The United Nations: Foundations, Major Organs
    2.3. UN achievements and challenges
    2.4. UN restructuring and challenges in 21st century
    2.5. Relation with Regional organization
    2.6. The role of State in Global Governance

3.   The Need for Global Governance   LH 7
    3.1. Search for Peace and Security

3.2. Promoting Human Development and Economic Well-Being

3.3. Protecting Human Rights

3.4. Promoting the Environment

4. **Global Institutions:** **LH 5**
   4.1 The role of **World Bank, IMF, WTO, ADB**

5. **South Asian Association of Regional Cooperation (SAARC)** **LH 10**
   5.1. The roots and dynamism of regional governance
   5.2. SAARC; Purposes and Principles
   5.3. Organs of SAARC;
   5.4. Achievements and challenges

6. **Trends and Challenges of Global Governance** **LH 10**
   6.1. New issues: Controlling crime and disease, the interment
   6.2. Emerging trend and Challenges: Proliferating Actors & Non-state actors: NGOs, Networks and Social Movements, International terrorism, and Religious fundamentalism
   6.3. Challenges of the future: Legitimacy, Accountability, and Effectiveness

Basic References

Banarjee, D. (Ed.). (2002). *SAARC in the Twenty first Century: Towards a Cooperative Future*. Regional Centre for Strategic Studies.

Bilgrami, SJR. (1979). *International Organization*. New Delhi: Vikas Publishing House.

Diehl, P.F. (Ed.). (2005). *The Politics of Global Governance*. New Delhi: Viva Books Private Ltd.

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Hans, J.M. (1996). *Politics Among Nations*. New Delhi: Kalyani Publishers.

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Kher, R.S. (2004). ***SAARC: Political and Economic Aspects***. India: Dominant Publishers and Distributors.

Margaret, P.K. and Karen, A.M. (2005). ***International Organizations: The Politics and Processes of Global Governance***. New Delhi: Viva Books Private Ltd.

Rumki, B. (2002). ***The United Nations: Structure and Functions of an International Organization,*** New Delhi: Sterling Publishers.

Syed, M.H. (2003). ***SAARC: Challenges Ahead***. New Delhi: Kiaso Books.

The United Nations. (2008). ***Basic Facts about the United Nations***. New York: United Nations.

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Contemporary Issues in Public Affairs Management

Course Title: **Contemporary Issues in Public Affairs Management**

Course No.: PA 630	*Full Marks: 50*
Nature of the Course: Core	*Pass Marks: 20*

Duration of the Course: 50 Lecture hrs.
Duration of the Class: 60 minutes

Course Objectives
The objective of this course is to impart knowledge to the students on Public Affairs Management and emerging issues and problems therein. This course will also help students to identify new issues in the field of public management and explore alternative strategies to resolve them.

Course Contents

1. Public Affairs Management   LH 8
    1.1 Conceptual background of Public Affairs Management
    1.2 New Public Management
    1.3 Recent Management Practices: The Whole of government, New Public Service and others

2. Concepts in Strategic Management   LH 6
    2.1 Meaning
    2.2 Significance
    2.3 Process of formulating Strategic Management
    2.4 Implementation

3. Performance Management   LH 6
    3.1 Concept and theories of performance management
    3.2 Work efficiency and performance related pay

4. Ethics Management   LH 6
    4.1 Concept of Ethics management
    4.2   Ethics in administration
    4.3   Ethical practices

5.   Marketing of Public Services   LH 8
     5.1   Role and functions of the government
     5.2   Public services and delivery systems

6.   Contract Management   LH 4
     6.1   Concept and Dimensions
     6.2   Areas of Contract management
     6.3   Elements of Contract Administration: Contract
           maintenance, Change control, Management
           reporting

7.   Contemporary Management   LH 12
     7.1   Civic engagement in Management
     7.2   Responsive government
     7.3   Knowledge Management in Public Sector
     7.4   Networking Management in Public Sector
     7.5   Diversity Management
     7.6   Accountability and Public Sector

Basic References
Bangura, Y. and George A.L. (2007). ***Public Sector Reform in Developing Countries***. Palgrave Macmilan.
Brendan, C.N. (2001). ***Public Sector Reform: An International Perspective***. Palgrave Macmillan.

Supplementary Readings
Frederickson, H.G. and Ghere, R.K. (ed.) (2005). ***Ethics in Public Management***. New Delhi: Prentice Hall India.
Hood, C. and Lodge, M. (2006). ***The Politics of Public Service Bargains***. London: Oxford University Press.
Pollitt, C. and Talbot, C. (2004). ***Unbundled Government***. London: Routledge.
Pollitte, C. and Bouckaert, G. (2001). ***Public Management Reform***. London: Oxford University Press.
Rana, R.B. (2008). ***Aspects of Public Affaires Management***. Kathmandu: Kasthamandap Publishing House.

Public Finance

Course Title: **Public Finance**
Course No.: PA 640   *Full Marks: 50*
Nature of the Course: Core   *Pass Marks: 20*
Duration of the Course: 50 Lecture hrs.
Duration of the Class: 60 minutes

Course Objectives
The objective of this course is to provide students a 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
1.   Introduction to Public Finance   LH 10
    1.1   Meaning, Nature and Significance of Public Finance
    1.2   Evolution and Scope of Public Finance
    1.3   Functions and Role of Fiscal Policy
            Allocation
            Distribution
            Stabilization

2.   Governmental Revenue   LH 10
    2.1   Concept and Structure of governmental Revenue
    2.2   Concept and Features of Tax
    2.3   Principles of Taxation (Canons of Taxation; Benefits-received and Ability-to-pay)
    2.4   Characteristics of an Effective Tax System
    2.5   Taxation and Economic Development

3.   Public Expenditure   LH 10
    3.1   Concept and Structure of Public Expenditure
    3.2   Theories and principles of Public Expenditure
    3.3   Growth in Public Expenditure
    3.4   Public Expenditure and Economic Development

4.   **Public Debt**   **LH 10**
    4.1   Concept and Need of Public Debt
    4.2   Sources and Structure of Public Debt
    4.3   Burden of Public Debt
    4.4   Principles of Debt Management
    4.5   Redemption of Public Debt

5.   **Government Budgeting**   **LH 10**
    5.1   Concept and History of Government Budgeting
    5.2   Theories of Budgeting
          -     Classical Concepts of Budgeting
          -     Modern Concepts of Budgeting

    5.3   Program Budgeting
    5.4   Process of Government Budgeting in Nepal

Basic References
Bhatia, H.L. (2008). *Public Finance*. New Delhi: Vikash Publications.
David, H.N. (2005). *Public Finance*. Australia: Thomsan.
Due and Friedlander. (2002). *Government Finance: Economics of Public Sector*. IIIinois: Richard D. Irwin.

Supplementary Readings
Musgrave and Musgrave. (2007). *Public Finance in Theory and Practice*. Tokyo: McGraw-Hill Kogakusha.
Tyagi, B.P. (2003). *Public Finance*. New Delhi: Jaya Prakashan Co.

Administrative System in Nepal

*Course Title: **Administrative System in Nepal***
Course No.: PA 650   *Full Marks: 50*
Nature of the Course: Core   *Pass Marks: 20*
Duration of the Course: 50 Lecture Hours
Duration of the Class: 60 minutes

Course Objectives
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
1.   Evolution of Administrative System in Nepal   LH 10
      1.1   Ancient Period – ancient to 1769 (Kirat, Lichhavi Period, and Malla period)
      1.2   Post Unification period - 1769 - 1951 (Shah and Rana period)
      1.3   Modern period (1951 onward)

2.   Central Administration in Nepal   LH 10
      2.1   Constitutional bodies
      2.2   Central line ministries
      2.3   Departments
      2.4   Interrelationship with the above bodies

3.   Administration at Sub-national level in Nepal   LH 10
      3.1   Administration at different tiers
      3.2   Inter-relationship between tiers

4.   Administrative Reforms   LH 10
      4.1   Efforts in Nepal

5.   Emerging Issues and Trends of Administrative System in Nepal   LH 10
      5.1   Emerging Issues and Trends

Basic References
Agrawal, H.N. (1976). ***The Administrative System of Nepal from Tradition to Modernity***. New Delhi: Vikash Publishing House.
Shrestha, T.N. (2005). ***Nepalese Administration: A Historical Perspective***. Kathmandu: Ratna Pustak Bhandar.

Supplementary Readings
Shaha, R. (1981). ***Essays in the Practice of Government in Nepal***. New Delhi: Manohar Publications
Shrestha, T.N. (2007). ***Public Administration***. Kathmandu: Ratna Pustak Bhandar.

Public Enterprise Management

Course Title: **Public Enterprise Management**
Course No.: PA 660   *Full Marks: 50*
Nature of the Course: Core   *Pass Marks: 20*
Duration of the Course: 50 Lecture Hours
Duration of the Class: 60 minutes

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

Course Contents

1.   **Concept and Role of Public Enterprises**   **LH 6**
       1.1   Overview of laissez-faire economy
       1.2   State Participation in Business
       1.3   Concept and Role of Public Enterprises (PEs)

2.   **Forms of Public Enterprises**   **LH 6**
       2.1   PEs' Classification
       2.2   Forms of Organization: Public corporation, State company, Department, Operating contract

3.   **Autonomy, Accountability and Efficiency**   **LH 16**
       3.1   Concept of Autonomy and Efficiency
       3.2   Autonomy vs. Accountability
       3.3   Accountability of PEs
       3.4   Criteria and approaches to efficiency measurement
       3.5   Overall performance of PEs in Nepal
       3.6   Organization and management problems of PEs in Nepal

4.   **Pricing, Profit Policies and Governing Board**   **LH10**
       4.1   Concept of pricing and profit
       4.2   Factors affecting pricing and profit
       4.3   Types of pricing system: Break-even, Marginal cost, Import parity, Discriminating, and Cost-plus pricing
       4.4   Governing boards and their composition, types and size

5. **Concept of Privatization**   **LH 12**
    5.1   Concept of Privatization
    5.2   Overview of privatization process in Nepal
    5.3   Issues and Challenges of Privatization in Nepal
    5.4   Future of PEs in Nepal

Basic References
Gauri, G. (ed.). (1991). *Privatisation and Public Enterprises: The Asia-Pacific Experiences*. New Delhi: Oxford and IDH Publishers Company.
Gupta, K.R. (2006). *Issues in Public Enterprises*. New Delhi: S. Chand and Co.
Naraian, L. (2007). *Principles and Practice of Public Enterprise Management*. New Delhi: S. Chand & Co.

Supplementary Readings
Davis, K. and Newstrom. (2002). *Business and Society: Environment and Responsibility*. Tokyo: Mc-Graw Hill.
Hanson, A.H. (1960). *Public Enterprise and Economic Development.* London: Routledge and Kegan Paul.
_____. (1981). *Parliament and Public Ownership*. London: Cassell.
Manandhar, N. (1998). *Public Enterprises and Privatisation*. Kathmandu: Narayan Manandhar.

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Development Management Area

Planning and Project Management

Course Title: **Planning and Project Management**
Course No.: DM 621
Nature of the Course: Specialization   *Full Marks: 100*
Duration of the Course: 100 Lecture hrs.   *Pass Marks: 40*
Duration of the Class: 60 minutes

Course Objectives
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. It enables the students to be familiar with the techniques and methods in the preparation, implementation and evaluation of development projects in the Nepalese context.

Course Contents
1.   **Introduction**   **LH 10**
          1.1   Meaning of Economic Development and Growth
          1.2   Characteristics of Developing countries
          1.3   Concept and Need for Development Planning

2.   **Socio-Cultural and Economic Conditions   LH 10**
          2.1   Socio-Cultural Conditions
                    a.   Individual and Social Environment
                    b.   Family Structure
                    c.   Class Structure
                    d.   Religious, Culture, Racial and Ethnic
                           Integration
          2.2   Economic Conditions
                    a.   Resource Mobilization

       i.   Importance of Financial Resources in Economic Development: Internal and External

      ii.   Constraints in Financial Resource Mobilization

3.   Plan Formulation Stages   LH 10
3.1   The Macro Phase
3.2   The Meso (Sectoral Level)
3.3   The Micro Phase (Project Level)

4.   Project Concept   LH 10
4.1   Meaning and General Concept of Project Planning
4.2   The Role of National Planning in Project Formulation
4.3   Project Cycle
4.4   Project Proposal
4.5   Project Report

5.   Project Analysis   LH 10
5.1   Identifying Project Costs & Benefits
5.2   Analysis of Project on: Technical, Market, Financial, Economic/Social, Institutional / Management and Environmental aspects
5.3   Comparison of Financial and Economic/Social Cost-benefit Analysis
5.4   Uncertainty, Risk and Sensitivity Analysis

6.   Tools for Approving Projects   LH 10
6.1   Calculating Profitability (Using Appraisal Criteria)
       6.1.1 Discounting Techniques
       6.1.2 Non-discounting Techniques

6.2   Project Cash Flows
6.3   Financial Ratios
6.4   Cost Recovery
6.5   Social Analysis (SA)
6.6   Environmental Impact Analysis (EIA)

7.   Project Implementation   LH 10
    7.1   Understanding Project Management and its Functions
    7.2   Organization Structure
    7.3   Organizing and Staffing the Project Office and Team
    7.4   Project Management Information Systems and Information, Communication Technology
    7.5   Net Work Analysis: PERT and CPM
    7.6   Project Control by: Financial Statement, Budgeting, Accounting & Inventory Management

8.   Project Monitoring & Evaluation (PME)   LH 10
    8.1   Concept of Project Monitoring & Evaluation
    8.2   M/E System adopted by NPC/ Government of Nepal
    8.3   Project Evaluation Methods

9.   Project / Field Report   LH 20

Basic References
Chandra, P. (1995). ***Projects Planning, Analysis, Selection, Implementation & Review***. New Delhi: Tata McGraw-Hill Publishing Company Limited.
Cleland, D.I. and William, R.K. (1975). ***Systems Analysis and Project Management***. Singapore: McGraw-Hill International Book Company.
Gittinger, J.P. (1996). ***Economic Analysis of Agricultural Projects***. Baltimore: John Hopkins University Press.
Kerzner, H. (1987). ***Project Management: A Systems Approach to Planning, Scheduling and Controlling***. New Delhi: CBS Publishers & Distributors.
Little, M.D. and Mirrless, J.A. (1974). ***Project Appraisal and Planning for Developing Countries***. Calcutta: Oxford and IBH Publishing Co.
Reejal, P.R. (1996). ***Development Planning***. Kathmandu: Pushkar Raj Reejal.

Supplementary Readings
Kindleberger, C.P. (1978). ***Economic Development***. Tokyo: McGraw-Hill.

Lewis, W.A. (1969). *The Theory of Economic Growth*, London: George Allen and Irwin.

Lewis, W.A. (1969). *The Principles of Economic Planning*. London: George Allen and Irwin.

Okalay, P. (1992). *Project with People*. New Delhi: Oxford Publishing House.

Rao, D.B. (1998). *World Summit for Social Development*. New Delhi: Discovery Publishing House.

Tinbergen, J. (1962). *Development Planning*. London: Widen Field and Nicholson.

United Nations ACC Task Force on Rural Development. (1984). *Guiding Principles for the Design for Monitoring & Evaluation in Rural Development Projects and Programmes*. Rome: IFAD.

Waterston, A. (1973). *Development Planning Lesson of Experience*. London: Oxford University Press.

Study on Human Development

Course Title: **Study on Human Development**
Course No.: DM 622   Full Marks: 100
Nature of the Course: Specialization   Pass Marks: 40
Duration of the Course: 100 Lecture Hours
Duration of the Class: 60 minutes

Course Objectives

The objective of this course is to impart practical knowledge to the students on human development and discuss the basic issues of human development. It covers the theoretical and conceptual aspects of human development and its implication in Nepalese context.

Course Contents

1.   Human development   LH 10
  1.1   Introduction of Human Development
  1.2   The human development paradigm and its
           implications
  1.3   Millennium Development Goal (MDG)
  1.4   Measurements of human development (the human
           development index, gender development index,
           human poverty index)
  1.5   Role of UN Agency in human development
  1.6   Human development in Nepal
  1.7   Status of Millennium Development Goal in Nepal

2.   Inclusive Human development   LH 10
  2.1   Causes of disparity
  2.2   Inclusive and exclusive
  2.3   Inclusive human development in Nepal

3.   Gender and Development   LH 10
  3.1   Concept of sex and gender
  3.2   WID, WAD & GAD
  3.3   Gender equity and equality
  3.4   Women development progress in Nepal
  3.5   Emerging issues in gender inequalities

3.6 Efforts of government to empower women in Nepal

4. Economic policies, poverty and human developmentLH 10
  4.1 Poverty situation in Nepal
  4.2 Poverty and human development in Nepal
  4.3 Economic policies and poverty situation in Nepal
  4.4 Livelihood and social security in Nepal

5. Basic Service Delivery and Human Development LH 10
  5.1 Concept of Basic Service Delivery (Health, Education, Sanitation, Drinking Water, Housing etc)
  5.2 Determinants of Basic Service Delivery
  5.3 Basic Service Delivery situation in Nepal
  5.4 Policies for BSD in Nepal

6. Population and Human Development   LH 10
  6.1 Composition and status of population by caste, ethnicity and gender
  6.2 Population policies and priorities
  6.3 Migration (Causes, patterns and consequences)

7. Good Governance and Human Development   LH 10
  7.1 Good Governance
  7.2 State, government and civil society
  7.3 Institutional framework for good governance
  7.4 State of governance in Nepal
  7.5 Policy implications of good governance for human development in Nepal

8. Empowerment and Human Development   LH 10
  8.1 Concept of empowerment
  8.2 Dimensions of empowerment
  8.3 Empowerment for human development

9. Preparation of Human Development Report   LH 20

Basic References
Millennium Development Goals Reports
Nepal Human Development Report 1998, (2004).

Pande, S.R., Tropp, S., Sharma, B. and Khatiwada, Y.R. (eds.). (2006). *Nepal: Readings in Human Development*. Kathmandu: United Nations Development Programme

Relevant Plan documents and Directives for social securities published by Government of Nepal.

SAARC Human Development Report

UNDP Human Development Reports

Human Resource Management Area

Human Resource Development

Course Title: **Human Resource Development**
Course No.: HRM 631   *Full Marks: 100*
Nature of the Course: Specialization   *Pass Mark: 40*
Duration of the Course: 100 Lecture Hours
Duration of the Class: 60 minutes

Course Objectives
The objective of this course is to orient the students in the macro and micro aspects of human resource planning and development, particularly on the problems of the production and supply of competent human resources. This course aims to familiarize the students with the techniques and trends of the field including the position of Human resources in view of some important development concepts.

Course Contents
1.   Introduction   LH 15
      1.1   HRD Concepts, Definitions, Explanations
      1.2   Human Capital, Social Capital and Human
            Development
      1.3   Some Development Concepts and the Position of
            HRs
            Institution Development
            Capability Development
            Community Development
            National Building/Institution Development
            Devolution/Decentralization
            Participation Model
            Empowerment Model

**2.   HR Management and HR Planning in Relation to
      HRD   LH 15**
      2.1   Acquisition
            Development
            Motivation
            Retention

2.2 Important Environmental Influences
        Internal
        External

2.3 Global Competitive Environment
2.4 Need and Importance of HRD
        National (Macro) Level
        Organizational (Micro) Level

2.5 Human Resource (HR) Policy
2.6 HR Planning (HRP)

3. **HR Development Organization and Process**   **LH 4**
3.1 Organization and Structure of HRD
3.2 Training and Development of HR in changing technology
3.3 Relationship of HRD to development plans

4. **Development, Utilization and Maintenance of HR**   **LH 12**
4.1 Building a strategy of HRD: Steps and Processes
4.2 Utilization and Maintenance of HR
4.3 Utilization of HR in the economic development of underdeveloped countries
4.4 Human Resource control
4.5 Human Resource information system

5. **Problems of HR Administration**   **LH 20**
5.1 HRD practices and problems at micro level
5.2 HRD problems at macro level
    5.2.1 Problems related to labor force distribution and migration
    5.2.2 Problems related to acquisition of skilled labor in rural areas
    5.2.3 Problems related to Utilization of Redundant HR
    5.2.4 Problems related to preservation and utilization of high-level manpower.
    5.2.5 Issues related to foreign jobs and work safety

6.   Forecasting of Human Resource Requirements   LH 6
      6.1.   Techniques of HR Projection
      6.2.   Requirements by Industry and Occupation
      6.3.   Estimation of Training Needs
      6.4.   Management Development

7.   Issues in Human Resource Development   LH 8
      7.1.   E-Learning
      7.2.   Computerized HR Information System
      7.3.   Multi-cultural and Multi-lingual HRD
      7.4.   Inclusiveness and Reservations
      7.5.   Brain drain and flight of employees

8.   Project / Field Report   LH 20

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Armstrong, M. (2005). *A Hand Book of Human Resource Management Practice*. London: Longman, Kogan Page.
Cascio, W.F. (1998). *Managing Human Resources*. New York: McGraw-Hill, Inc.
Dasgupta, P. and Serageldim, I. (2000). *Social Capital: A Multifaceted Perspective*. Oxford: The World Bank.
DeCenzo, D.A. and Robbins, S.P. (2008). *Personnel/Human Resource Management*. New Delhi: Prentice-Hall of India Pvt. Ltd.
Hendry. C. (1995). *Human Resources Management a strategic Approach to Employment*. Oxford: Butterworth-Heineman Ltd.

Supplementary Readings
Mejia, L.R.G., Balkin, D.B. and Cardy, R.L. (2002). *Managing Human Resources*. New Delhi: Prentice-Hall of India Pvt. Ltd.
Poudel, S.R.; et.al. (ed.). (2006). *Nepal: Readings in Human Development*. Kathmandu: UNDP.
Government of Nepal Publications of National Planning Commission and other concerned agencies in Nepal.

Personnel Administration in Nepal and SAARC Countries

Course Title: **Personnel Administration in Nepal and SAARC Countries**
Course No.: HRM 632
Nature of the Course: Specialization   *Full Marks: 100*
Duration of the Course: 100 Lecture hrs. *Pass Marks: 40*
Duration of the Class: 60 minutes

Course Objectives

The course aims at acquainting the students knowledge about the various aspects of personnel administration in Nepal with special reference to the civil service. It will also familiarise the students with the issues relating to personnel administration. The course will also try to provide inputs required for solving the issues/problems facing the personnel administration.

In addition this course intends to give the students a comparative knowledge of organizations, policies, issues, peculiarities and salient features of personnel administration system in SAARC countries.

Course Contents

1. **Introduction**   **LH 15**
   - 1.1 The Concept of Personnel Administration
   - 1.2 Evolution and Development of Personnel Administration in Nepal
   - 1.3 Meaning and significance of Comparative study of Personnel system on a Regional basis
   - 1.4 Scope of Comparative Personnel study

2. **Recommendations of Various Commissions on Civil Service Reforms and their Implementation** **LH 8**
   - 2.1 Buch Commission
   - 2.2 A.R.P.C., 2013
   - 2.3 A.R. Commission, 2025
   - 2.4 A.R. Commission, 2032
   - 2.5 A.R. Commission, 2048
   - 2.6 Governance Reforms Initiatives

3.   Organization for Personnel Functions in Nepal   LH 8
    3.1   Public Service Commission
    3.2   Ministry of General Administration (Central Personnel Agencies)
    3.3   Different Operating Agencies in Personnel Administration

4.   Personnel Policies and Procedures in Nepal   LH 10
    4.1   Classification of Services
    4.2   Recruitment, Selection, Orientation and Placement
    4.3   Training
    4.4   Performance evaluation and other remand system
    4.5   Promotion
    4.6   Compensation and Other Benefits
    4.7   Service Conditions
    4.8   Conduct and discipline

5.   Personnel Policies in SAARC Countries   LH 20
    5.1   Career System in SAARC Countries
    5.2   Manpower Planning
    5.3   Comparative study of Training Policies and Programmes
    5.4   Compensation Plans
    5.5   Performance Evaluation System
    5.6   Retirement Benefits

6.   Employee Collective Bargaining in SAARC countries   LH 10
    6.1   Nature of Employee Organizations
    6.2   Code of Conducts for Public Servants
    6.3   Employee grievance and Redressal system

7.   Personnel Administration in Nepal   LH 5
    7.1   Issues and Challenges

8.   Regional Corporations at Personnel Policy Level LH 4
    8.1   Role of SAARC Secretariat in related Information Dissemination
    8.2   Need for a Regional Centre for Personnel studies at SAARC Level

9.   **Project / Field Report**   **LH 20**

Basic References
Banerjee, D. (ed.). (2002). ***SAARC in the Twenty First Century Towards a Cooperative Future***. New Delhi: Regional Centre for Strategic Studies.
Heady, F. (1995). ***Public Administration: A Comparative Perspective***. New Jersey: Prentice Hall.
Kher, R.S. (2004). ***SAARC Political Economic Aspect,*** New Delhi: Dominant Publisher and Distributors.
Nigro, F.A., and Nigro, L.G. (1980). ***The New Public/Personnel Administration***. London: Harper and Row.
Personnel Systems in Indian Relevant Issues of IIPA Journal, relevant Issues of Public Administration Journal from Pakistan, Bangladesh and Sri Lanka.

Supplementary Readings
Shrestha, M.K. (1975). ***Public Administration in Nepal***. Kathmandu: Educational Enterprise Pvt. Ltd.
Stahl, O.G. (1971). ***Public Personnel Administration***. New Delhi: Oxford and IBH Publishing Co.
Syed, H.M. (ed.). (2003). ***SAARC Challenges Ahead***. New Delhi: Kilaso Books.

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Local Governance and Development Area

Rural Development

Course Title: **Rural Development**
Course No.: LGD 641
Nature of the Course: Specialization   *Full Marks: 100*
Duration of the Course: 100 Lecture Hours   *Pass Mark: 40*
Duration of the Class: 60 minutes

Course Objectives
The objective of this course is to provide the students with an understanding of the concepts, practices and broad perspectives of the Rural Development with a view to analyzing problems and prospects of Rural Development in Nepal.

Course Contents
1.   Introduction   LH 20
      1.1   The meaning and concept of Rural Development
      1.2   Objectives of Rural Development
      1.3   Characteristics of Rural Life
      1.4   Need and Importance of Rural Development in the
              Developing country
      1.5   Sustainable Development
      1.6   Poverty Alleviation and Human Development

2.   Model of Rural Development in Nepal   LH 20
      2.1   Rural Development Policies, Strategies and
              Institutions in Nepal
      2.2   An overview of Rural Development in Different
              Plans in Nepal
      2.3   Tribhuvan Village Development
      2.4   Integrated Rural Development Program
      2.5   Small Farmers Development Program
      2.6   Co-operatives

3.   Strategies for Rural Development in Nepal   LH 20
      3.1   Rural Development Participation
           a.   Meaning, Dimensions of Rural Development
                Participation
           b.   People's Participation in Rural Development

      3.2   NGO's in Rural Development
           a.   Voluntarism and Development
           b.   Resources Mobilization through third sector
                in Nepal
           c.   Institution Mechanism of NGO's
                Management in Nepal

      3.3   The concepts of Local Government and
            Decentralization
      3.4   Governing Legal instruments for Rural
            Development
                    Objectives
                    Structures
                    Power and Functions

      3.5   Local Level Planning and Rural Development

4.   Other Aspects of Rural Development   LH 20
      4.1   Relationship between Local Government and Rural
            Development Agencies
      4.2   Service Delivery and Utilization Process in Grass-roots
      4.3   Means and Ways of Mobilizing Local Resources
      4.4   Rural Development and Current Plan
      4.5   Rural-Urban Linkages/Partnership
      4.6   Problems and Prospects of Rural Development in Nepal

5.   Project / Field Report   LH 20

Basic References
Adhikari, D. (2006). ***Towards Local Democracy in Nepal: Power and Participation in District Development Planning***. Kathmandu: Diamond.
Axinn, G.H. (1978). ***New Strategies for Rural Development***. Michigan: Rural Life Associates.

Bhattarai, B. (2003). *The Nature of Under Development and Regional Structure of Nepal: A Marxist Analysis*. New Delhi: Adroit.

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Supplementary Readings

Maskey, B.K. (1998). *NGOs in Development: Search for a New Vision*. Kathmandu: Center for Development and Governance.

Pradhan, P.K. (2003). *Manual for Urban-Rural Linkage and Rural Development Analysis*. Kathmandu: New Hira Books.

Rademarcher, A. and Tamang, D. (1995). *Democracy, Development and NGOs*. Kathmandu: SEARCH.

Shrestha, T.N. (2004). *The Concepts of Local Government and Decentralization*. Kathmandu: Ratna Pustak Bhandar.

Urban Governance and Development Management

Course Title: **Urban Governance and Development Management**
Course No.: LGD 642
Nature of the Course: Specialization   *Full Marks: 100*
Duration of the Course: 100 Lecture Hours   *Pass Mark: 40*
Duration of the Class: 60 minutes

Course Objectives
The objective of this course is to orient students about theory and principles of urban governance and its development management in general and particularly in Nepal. At the end of the course, the students will be able to analyze the issues and challenges urban sanity through their research and practical experiences and will be able to set urban resource orderly through appropriate policy and program.

Course Contents
1. **Introduction**   **LH 10**
   1.1   Meaning and concept of urbanization, urban development and urban governance: the trend of urbanization and its impact on governance
   1.2   Issues and challenges of urban governance management in Nepal

2. **Urban Policies, Plans and Governance**   **LH 10**
   2.1   The importance of urban policies in urban governance in Nepal
   2.2   Urban planning practices and its impact in Nepal

3. **Urban Poverty and Its Impact in Nepal**   **LH 8**
   3.1   Types and forms of poverty (understanding poverty)
   3.2   Areas of urban poverty and its analysis:
          Household and population
          Employment and income
          Gender role
          Health and sanitation

Infrastructure services

**4.   Role of Participatory Organization in Urban Poverty
Reduction   LH 7**
4.1   Role of NGOs
4.2   Trade Unions
4.3   Social organization
4.4   Health education and other service Social security

**5.   Role and Responsibilities of Urban Governance
Institutions   LH 10**
5.1   Central government
5.2   Provincial government
5.3   Local government
5.4   International donors
5.5   NGOs

6.   Urban Governance Management and Finance   LH 10
6.1   Roles and importance of urban finance
6.2   Nature and types of urban finance
6.3   Role of municipal finance in urban governance
       management
6.4   Sources of municipal finance in Nepal
6.5   Issues and challenges in municipal finance in
       Nepal
6.6   Municipal development fund and its role in urban
       development

**7.   Strategy for Urban Governance Management in
Nepal   LH 8**
7.1   Housing and settlement strategy
7.2   Infrastructure management strategy
7.3   Environmental and sanitation management strategy
7.4   Strategy for urban poverty reduction

**8.   Partnership in Urban Management
Development   LH 7**
8.1   Rural urban partnership, its philosophy and its
       impact on urban governance
8.2   Public private partnership in urban management

**9.   Issues and Challenges in Urban Governance
       Management   LH 10**
   9.1   Infrastructure issues
   9.2   Financial issues
   9.3   Environmental management issues
   9.4   Poverty reduction issues
   9.5   Future perspective in urban governance
          management in Nepal

10.   Project / Field Report   LH 20

Basic References
Barlow, I.M. (1981). *Spatial Dimensions of Urban Government*. New York: John Wiley.
Davies, W.K.D. (1983). *Urban Rural Structure: A Multivariate-Structural Analysis of Cardiff and its Region*. Wales: University of Wales.
Devfas, N. (2006). *Urban Governance, Voice and Poverty in the Developing World*. UK: Earthscan.
Patel, S. and Deb, K. (2006). *Urban Studies*. New Delhi: Oxford.

Supplementary Readings
Dhakal, G.P. (1996). *Issues in Urban Development in Nepal, A case study of Kathmandu Valley"*. An unpublished Ph.D. Thesis submitted to the University of Delhi, India.
Husain, M. (ed.). (1994). *Urban Geography*. New Delhi: Anmol Publication Pvt. Ltd.
Joshi, J. (1999). *Housing and Urban Development in Nepal*. Kathmandu: Lajmina.
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Pinto, M.R. (2001). *Metropolitan City Governance*. New Delhi: Sage Publication.
Pottern, R.B. (1995). *Urbanization and Planning in the Third World: Perceptions and Public Participation*. London: Cromwell.
Pradhan, P.K. (2003). *Mannual for Urban Rural Linkage and Rural Development Analysis*. Kathmandu: New Hira Books.
Quinn, J.A. (2005). *Urban Sociology*. New Delhi: S. Chand and Co. Ltd.

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World Bank. (2008). *Urban Affairs*. New Delhi: Sage Publication.

Civil Society Governance Area

Civil Society Governance and Management

Course Title: ***Civil Society Governance and Management***
Course No.: *CSG 651*
Nature of the Course: Specialization   *Full Marks: 100*
Duration of the Course: 100 Lecture Hours   *Pass Marks: 40*
Duration of the Class: 60 minutes

Course Objectives
The objective of this course is to give a comprehensive knowledge of theories and dimensions of civil society governance and prepare students able to analyze civil society organizations, their management system, and related key issues.

Course Contents

1.   Introduction   LH 12
　　　　1.1   Introducion of Civil society organizations
　　　　1.2   Concept of Non-profit and voluntarism
　　　　1.3   Introduction of CBOs, NGOs, INGOs, Donors and Multilateral organizations
　　　　1.4   Concept and meaning of civil society governance

2.   Approaches and Theoretical Foundation for Studying Civil Society Orgnizations   LH 15
　　　　2.1   People centered develoment and role of NGOs
　　　　2.2   Emergence of NGOs and NGDOs
　　　　2.3   Stages of nonprofit organizations
　　　　2.4   Roles, functions and types of third sector organizations
　　　　2.5   Studying nonprofit organizations - Functionalist Approach, National-style
　　　　2.6   Approach, and System approach

3 .   NGO Governance and Accountability   LH 15
　　　　3.1   Good Governance and NGO
　　　　3.2   Transparency and accountability of NGO activities
　　　　3.3   Nonprofit funtions and issue of Ethics
　　　　3.4   Code of conduct
　　　　3.4   Public auditing

4.   Effective Roles of Nonprofit Boards   LH 12
    4.1   Role and functions of Nonprofit Boards
    4.2   Good governance and Board/Staff Relations
    4.3   Nonprofit Corporate governance
    4.4   Nonprofit Management Approaches

5.   NGO Financing   LH 13
    5.1   Charitable donations in nonprofit organizations
    5.2   Social capital
    5.3   Mobilization of local resources
    5.4   Financing NGOs through donor and multi-lateral
           organizations

6.   Issues and Implications   LH 13
    6.1   External funding to People's Movements and NGOs
    6.2   Politicization of NGOs
    6.3   Code of Conduct and Ethical issues

7.   Project / Field Report   LH 20

Basic References
Anheier, H.K. and Salamon, L.M. (eds.). (1998). *The Non-profit Sector in the Developing World*. Manchester: Manchester University Press.
Begum, A. (2002). *Government-NGO Interface in Development Management Experiences of Selected Collaboration Models in Bangladesh*. Tampere: University of Tampere, Department of Administrative Science.
Burkey, S. (1993). *PEOPLE FIRST: A Guide to self-reliant, Participatory Rural Development*. London: Zed Books Ltd.
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Deguchi, M., Dhakal, G., Dhakal, T.N. (eds.). (2008). *Conflicts vs. Social Harmony: Does Non-profit Sector Matter?* Tokyo: Aggreplanning.

Supplementary Readings

Dhakal, T.N. (2008). ***Civil Society Governance In Nepal and Japan***: ***Scope and Challenges***. Kathmandu: Buddha Academic Enterprises Pvt. Ltd.

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Hossain, F., Myllylä, S. (eds.). (1998). ***NGOs Under Challenge Dynamics and Drawbacks in Development***. Helsinki: Ministry of Foreign Affairs of Finland. Department for International Development Co-operation.

Korten, D.C. (1990). ***Getting to the 21ˢᵗ Century: Voluntary Action and the Global Agenda***. Connetticut: Kumarian Press.

Tvedt, T. (1998). ***Angels of Mercy or Development Diplomats? NGOs and Foreign Aid***. Trenton: Africa World Press, Oxford: James Currey.

NGOs and Development in Nepal

Course Title: **NGOs and Development in Nepal**
Course No.: CSG 652
Nature of the Course: Specialization   *Full Marks: 100*
Duration of the Course: 100 Lecture Hours   *Pass Marks: 40*
Duration of the Class: 60 minutes

Course Objectives
The objective of this course is to provide the students with an understanding of the theory and practice of Civil Society Governance emphasizing on the role of Non-governmental Organizations (NGOs) in development in Nepalese context.

Course Contents
1.   **Introduction**   **LH 12**
     1.1   Overview of Socio-Economic Status of Nepal
     1.2   Traditional Welfare Services in Nepal
     1.3   Emergence of NGOs in Nepal

2.   **Growth of Modern NGOs in Nepal**   **LH 13**
     2.1   Development of CBO/NGOs in Nepal
     2.2   Types and Growth of CBO/NGOs and INGOs in Nepal
     2.3   Civic Engagement

3.   **Governance of NGOs in Nepal**   **LH 13**
     3.1   Legalizing the NGO Sector in Nepal
     3.2   Role and functions of NGO Governing Institutions
     3.3   NGOs in the Changing Organizational Landscape
     3.4   Functional relationship of NGOs with different stakeholders in Nepal

4.   **NGO as Development Partner in Nepal**   **LH 12**
     4.1   NGOs in National Development Policies
     4.2   NGOs as Development Partners
     4.3   Sustainability of NGO-led development programs
     4.4   NGOs in Community Development

5.	**NGOs and Sectoral Contribution**	**LH 15**
	5.1 NGO in formation of Social Capital	
	5.2 NGO for basic service delivery	
	5.3 NGO for social mobilization	
	5.4 NGO and Advocacy	
6.	**Issues and Challenges of NGOs in Nepal**	**LH 15**
	6.1 Institutionalising NGOs	
	6.2 Sustainability of NGOs	
	6.3 Transparency and NGOs	
	6.4 Code of conduct and NGOs	
7.	**Project / Field Work**	**LH 20**

Basic References
Bista, D.B. (1990). *Fatalism and Development: Nepal's Struggle for Modernisation*. Calcutta: Orient Longman.
Chand, D. (1991). *Development through Non-Governmental Organisations in Nepal*. Kathmandu: Institute for National Development Research and Social Services (INDRASS).
Dahal, M.K., and Mujnd, H.(ed.). (1996). *Social Economy and National Development Lessons from Nepalese Experience*. Kathmandu: NEFAS.
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Maskay, B.K. (1998). *Non-Governmental Organisations in Development Search for a new Vision*. Kathmandu: Centre for Development and Governance.
Panday, D.R. (1999_. *Nepal's Failed Development Reflections on the Mission and the Maladies.* Kathmandu: South Asia Centre.
Related Plan documents and directives for Social Service and NGOs published by Government of Nepal.
Shah, I.B. et al. (1986). *Social Service in Nepal: A Historical Perspective*. Kathmandu: Social Service National Co-ordination Council.

Public Policy Analysis

*Course Title: **Public Policy Analysis***
Course No.: PP 661
Nature of the Course: Specialization   *Full Marks: 100*
Duration of the Course: 100 Lecture Hours   *Pass Mark: 40*
Duration of the Class: 60 minutes

Course Objectives
The objective of this course is to orient students about theory and principles of public policy analysis that will help them to analyze the prominent policy areas successfully in order to set appropriate policy and program.

Course Contents
1.	**Public Policy Studies**	**LH 10**
	1.1 Meaning of Public Policy	
	1.2 Political economic/ Political / Economics Dimension of Public Policy	
	1.3 Significance of Public Policy	
2.	**Models of Public Policy Making**	**LH 10**
	2.1 Evolution and Development of Public Policy Models	
	2.2 Nature and Types of Public Policy Models	
	2.3 Characteristics of Public Policy Models	
3.	**The Policy Making Process: Decision Making**	**LH 10**
	3.1 Steps of Public Policy Making	
	3.2 Different Approaches of Public Policy Making	
	3.3 Public Policy making in Practice	
4.	**Policy Areas**	**LH 30**
	4.1 Poverty	
	4.2 Social Welfare Policy	
	4.3 Health Policy	
	4.4 Education Policy	
	4.5 Agriculture Policy	

4.6   Economic Policy
4.7   Fiscal Policy
4.8   Energy Policy
4.9   Environmental Policy
4.10   Trade Policy

5.   State Restructuring and Public Policy   LH 10

6.   Policy Analysis and Program Evaluation   LH 10

7.   Project / Field Report   LH 20

Basic References
Bonser, C.F., Eugene B. McGregor (Jr.) and Clinton V.O. (Jr.). (1996). ***Policy Choices and Public Actions***. New Jersey: Prentice Hall.
Bovaird, T. and Loeffler, E. (2003). ***Public Management and Governance***, London, Routledge.
Carl V. Patton and David S. Sawicki, ***Basic Methods of Policy Analysis and Planning***. New Jersey: Prentice Hall.
Considine, M. (2005). ***Making Public Policy***. London: Polity Press.
Hill, M. and Hupe, P. (2002). ***Implementing Public Policy***. New Delhi: Sage Publications.
Howlett, M., and Ramesh, M. (2003). ***Studying Public Policy: Policy Cycles and Policy Sub-Systems***. Oxford: Oxford University Press.

Supplementary Readings
Hudson, T. and Lowe, S. (2004). ***Understanding the Policy Process***. Bristol: Policy Press.
John, P. (1998). ***Analysing Public Policy***. London: Continuum.
Parsons, W. (1995). ***Public policy: An Introduction to the Theory and Practice of Policy Analysis***. Aldershot: Edward Elgar.
Patton, C.V. and Sawicki, D.S. (2003). ***Basic Methods of Policy Analysis and Planning***. New Jersey: Prentice Hall.

Public Policy Development and Implementation

Course Title: **Public Policy Development and Implementation**
Course No.: PP 662
Nature of the Course: Specialization   *Full Marks: 100*
Duration of the Course: 100 Lecture Hours   *Pass Mark: 40*
Duration of the Class: 60 minutes

Course Objectives
The objective of this course is to familiarize the students with the policy models and policy actors for developing policies and their proper implementation.

Course Contents
1.   Issues to the Study of Public Policy   LH 12
         1.1   Understanding, Informing, and Appraising Public Policy
          1.2   Studying Public Policy
         1.3   Reframing Public Policy

2.   Power Models and the Policy Process   LH 14
         2.1   Political power, elitism, pluralism, corporatism, Marxism, professionalism, technocracy
         2.2   Relationships between power, authority and legitimacy

3.   Political Power and Agenda Setting   LH 7

4.   Policy Development   LH 15
         4.1   Participants and Goals
         4.2   Problems and Solutions (Tools)
         4.3   Political Feasibility and Explaining Policy Development

5.   Civil society: LH 7
         5.1   The politics of inclusion and building social capital

6   Policy network theory   LH 13
   6.1   Policy networks
   6.2   Policy communities
   6.3   Issue networks, 'insider/outsider' perspectives and
           securing 'collaborative advantage'

7 .   Examining and Re-considering Long-Term
   Policy   LH 12
   7.1   Long Term Policy
   7.2   Models and Approaches
   7.3   Long Term Policy Trends

8.   Project / Field Report   LH 20

Basic References
Considine, M. (2005). *Making Public Policy*. Oxford: Policy Press.
Hill, M. and Hupe, P. (2002). *Implementing Public Policy: Governance in Theory and Practice*. London: Sage.
Howlett, M. and Ramesh, M. (2003). *Studying Public Policy: Policy Cycles and Policy Sub-Systems*. London: Oxford University press.
Stone, D. (2002). *Policy Paradox*. New York: W.W. Norton & Company.
Weimer, D.L. and Vining, A.R. (1999). *Policy Analysis*. New Jersey: Prentice Hall.

Supplementary Readings
Hudson, T. and Lowe, S. (2004). *Understanding the Policy Process*. Bristol: Policy Press.
Ringlam, G. (2002). *Scenario in Public Policy*. U.K.: John Wiley & Sons Ltd.