

Faculty of Management
Central Department of Public Administration
(CDPA)

Master of Public Administration
M.P.A.
Curriculum
1999



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TEXT BOOK

Master of Public Administration
(M.P.A.)

Effective from 1999



GIFT

Office of the Dean
Faculty of Management
Tribhuvan University
Kathmandu, Nepal

Master of Public Administration (MPA)

1. Programme Objective

The objective of the Master's Degree programme in Public Administration (MPA) is to produce high-level human resources for professional careers to serve in the public affairs management of the government, non-government, public enterprises and private sectors. After successful completion of the programme, a student should be able to function as an administrator/manager in government, non-government, public enterprises and private sectors. This MPA programme specifically aims to:

1. Equip the students with required knowledge of administrative science and management.
2. Prepare high level manpower in the area of public administration, development administration, policy formulation and analysis, international administration, personnel administration and contemporary issues in public affairs management.
3. Enhance research capabilities of students.

The programme focuses on areas of specialization such as Development Administration, Human Resource Development, Public Finance and Law & Order Administration.

II. Curricular Structure

The curriculum for MPA degree comprises the following four separate and distinct course components follows:

1. Core Courses

Core courses integrate all functional areas and provide the students with an appreciation of the diversity and interrelationship of Public Administration, Development Administration, Public Policy Analysis, Public Financial Administration, Public Personnel Administration and Organizational Behaviour.

2. Analytical and Professional Core Courses

Analytical courses are designed to enable the students to acquire the skill of identifying and analyzing the problems, and include subjects such as Research Methods in Public Administration, Public Enterprise

Management and Social Responsibility, International Administration and Contemporary Issues in Public Affairs Management.

3. Specialization Courses

Specialization in any one of the areas, such as, Development Administration, Human Resource Development, Public Finance and Law and Order Administration areas enables the student to develop their expertise in the functional area.

4. Thesis Writing

Thesis writing is optional. While completing the specialization areas (elective courses), students have the option to take four courses of 50 marks each without thesis writing or any two courses from the same specialization area with thesis writing of 100 marks. The thesis has to be written within the specialisation area opted by the students.

III. Course Composition

The Core Courses carry 800 marks and the specialization areas (elective courses) carry 200 marks. In the first year, students shall study six courses with the total weight of 500 marks. The following are the courses for the first and second year.

First Year

	Marks
PA 500 Fundamentals of Public Administration	100
PA 510 Research Methods in Public Administration	100
PA 520 Development Administration	100
PA 530 Public Personnel Administration and Organization Behavior	100
PA 540 Public Financial Administration	50
PA 550 Administrative Law	50

Second Year

PA 600 Public Policy Analysis	100
PA 610 Public Enterprise Management and Social Responsibility	100
PA 620 International Administration	50
PA 630 Contemporary Issues in Public Affairs Management	50

II. Specialization Areas (Elective Courses):

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

a) Development Administration Area

DA 621 Rural Development	50
DA 622 Urban Development	50
DA 632 Development Planning	50
DA 624 Project Management	50

b) Human Resources Development Area :

HR 631 Personnel Administration in Nepal	50
HR 632 Comparative Personnel Administration of SAARC Countries	50
HR 633 Labour Policy and Administration in Nepal	50
HR 634 Human Resources Development	50

c) Public Finance Area

PF 641 Budgeting	50
PF 642 Accounting system in Nepal	50
PF 643 Auditing system in Nepal	50
PF 644 Tax Administration in Nepal	50

d) Law and Order Administration Area

PO 651 Public Security and Development	50
PO 652 Police Administration	50
PO 653 Security Management	50
PO 654 District Administration and Law Enforcement	50

e) Thesis Writing

TH 655 Thesis	100
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IV. 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 to apply for the MPA programme.

V. Admission Test

Candidates seeking admission for the MPA programme must appear in the entrance test examination conducted by the Faculty of Management (FOM). The FOM shall issue a score-sheet to each student appearing in the Entrance Test. The admission test will concentrate on the following areas :

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

Students must submit an admission test request form along with their testimonials (transcripts/marks-sheet, etc.) to Central Department of Public Administration (CDPA). The FOM 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 shall prepare their admission merit list based on the admission test score and the percentage of marks obtained in the Bachelor's degree. The admission shall be strictly on a competitive basis. On the basis of merit students will be given admission. The applicants must enclose with the application form attested copies of :

- * Certificates/testimonials of all examinations passed;
- * Equivalence transfers and character certificates (wherever applicable); and
- * Two passport sized photographs.

VI. 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. The total instructional periods in an academic year for the programme will be 150 days x 5 periods = 750 periods .
3. A paper of 100 marks will have 150 lectures and a paper of 50 marks will have 75 lectures. Each lecture will be of 1 hour duration.

VII. Evaluation, Grading System and Attendance

1. The evaluation of the students will be based on two components, an internal ongoing or continuous evaluation by the concerning teachers and an external examination-

conducted at the end of the academic year (annual examination). Candidates may also appear as private examinees in the annual examination.

2. For regular students, the weightage allocated to the internal evaluation will be 20 percent, and for external evaluation it will be 80 percent of the total marks. The internal or on-going evaluation will be conducted internally by the concerned teachers and it will include the performances in group discussions, assignments, seminar presentations, case analysis, term papers and so on.
3. To be eligible to appear in the annual examination as a private candidate, one must meet the minimum requirements as prescribed by Tribhuvan University from time to time. There will be no provision of internal - an ongoing or continuous evaluation for the private candidates.
4. No student will be allowed to appear in the second year final examinations without appearing in the first year final examinations.
5. A regular student must meet the following requirements in order to qualify to appear in the annual examinations,:
 - The student must have a minimum of 70 percent attendance of the classes actually held.
 - The student must have a passing grade (40 percent) in the internal evaluation.

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

VIII. Thesis Writing and Its Evaluation

The student is required to submit two copies of research proposal of a thesis to the CDPA. The proposal must be related to specialisation areas taken by the student.

Thesis writing within the specialization area is optional. Students can take either four courses of 50 marks each in lieu of thesis in a specialization area.

If students choose thesis, then one has to select two courses out of four 50 marks courses offered. Private students shall not be allowed to opt for the thesis.

The evaluation of the thesis shall be based on the written part (75 marks) and viva-voce (25 marks). The evaluation of the written part of the thesis shall be conducted through two external examiners. Students should submit three copies of the thesis to the Central Department of Public Administration for evaluation. Viva-voce of the thesis shall be conducted in the Central Department of Public Administration by a panel of experts to be constituted by Central Department of Public Administration. The panel includes the thesis supervisor and one external examiner to be appointed by the Central Department of Public Administration. Both in the evaluations of the written part and viva-voce of the thesis, the average of the marks awarded by the experts will be the final marks.

IX. Method of Instruction (Teaching Pedagogy)

The method of instruction in the MPA programme will be focused on the ways that will help the students to understand and analyze the real-life situations in Nepalese Administrations, which should include government, public enterprises, NGOs and others. A combination of class lectures, group discussions, problem solving exercises, guest lectures, seminar presentations, case analysis, review of literature or small project work will be adopted as the teaching methodology.

X. Graduation Requirements

The MPA programme extends over two academic years. The MPA degree is awarded on its successful completion. All candidates for the MPA degree must fulfil the following requirements:

1. The successful completion of 1000 marks as prescribed with passing grades in all the courses
2. The passing scores obtained in all the required courses and/or thesis separately.
3. Completion of courses for the fulfilment of the MPA programme must occur within the time limits as prescribed by Tribhuvan University.

Fundamentals of Public Administration

Course Title: Fundamentals of Public Administration

Course No.: PA 500

Nature of the Course: Core

Duration of the Course: 100 Lecture hrs.

Duration of the Class: 60 minutes

Full Marks: 100

Pass Marks: 40

Course Objective

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. Introduction** **LH 20**
 - 1.1 Meaning, Nature and Scope of Public Administration
 - 1.2 The Objectives and importance of the Study of Public Administration
 - 1.3 Social, Economical and Political Context of Public Administration
 - 1.4 Public Administration and its Relation with Other Disciplines

- 2. The Growth of the Discipline of Public Administration** **LH 20**
 - 2.1 Classical Approach
 - Scientific Management Theory
 - Administrative Management Theory
 - Bureaucratic Approach

 - 2.2 Neo-classical Approach
 - Human relations theory
 - Behavioral science theory

 - 2.3 Modern Approach
 - System Approach
 - Participatory Approach
 - Contingency Approach
 - Ecological Approach

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| 3. Organization and Management | LH 20 |
| 3.1 Concept and Meaning of Management and Organisation | |
| 3.2 Organization and Methods (O & M) | |
| 3.3 Management by Exception | |
| 3.4 Result Oriented Management | |
| 3.5 Crisis management | |
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| 4. Politics - Administration Interrelationship | LH 12 |
| 4.1 Public Administration and Public Policy Making and Policy Analysis | |
| 4.2 Public Administration and Policy Implementation | |
| 4.3 Public Administration and Decision Making | |
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| 5. Emerging Trends in Public Administration | LH 12 |
| 5.1 The Concept of New Public Administration | |
| 5.2 Recent Trends in Public Administration | |
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| 6. Good Governance | LH 16 |
| 6.1 The concept of good governance | |
| 6.2 The concept and practices of less governance | |
| 6.3 Better governance and non-governmental organizations | |
| 6.4 Prospects of better governance and debureaucratization | |

Basic Books

1. Avasthi, Amareshwar and Shriram Maheshwari. *Public Administration*. (Agra: Lakshmi Narain Agarwal, 1998).
2. Gerald E. Caiden, *The Dynamics of Public Administration*. (Illinois : Dryden Press, 1971). (Latest available edition).
3. H. E. McCurdy, *Public Administration: A Synthesis*. (California: Cumming Publishing Company, 1977) .
4. Kast and Rosenwig, *Organization and Management*. (Tokyo: McGraw-Hill, 1976).
5. Ram Chandra Malhotra, *Objectives and Results - Oriented Administration in Nepal*. (Lalitpur: Nepal Council of Retired Civil Servants, 1999).
6. Robert Presthus, *Public Administration*, (New York: Ronald Press, 1995).

7. Tyagi, A. R. *Public Administration (Principles and Practices)*. (Delhi: Atma Ram & Sons, 1998).
8. भीमदेव भट्ट, *सार्वजनिक प्रशासनको आधारभूत सिद्धान्त*. (काठमाडौं: आशिषदेव भट्ट, २०५४).
9. पुरुषोत्तम सुवेदी, *सार्वजनिक प्रशासन : सिद्धान्त र व्यवहार* (काठमाडौं: रत्न पुस्तक भण्डार, २०४१)
10. कृष्ण जोशी, *सार्वजनिक प्रशासन : आधुनिक अध्ययन*. (काठमाडौं: रत्न पुस्तक भण्डार, २०५३).

Reference Books

1. Albert Lepawsky, *Administration: The Art and Science of Organisation and Management* (Calcutta: Oxford and IBH Publishing Co., 1976)
2. David Osborne and Ted Gaebler, *Reinventing Government*. (Reading: Addison-Wesley Company, 1992).
3. Frank Marini (ed), *Towards New Public Administration*. (Scaranton, Pa. Chandler, 1971)
4. Koontz and O'Donnell, *Management*. (Tokyo: McGraw-Hill, 1976)
5. Nigro and Nigro, *Modern Public Administration*
6. Ramesh K. Arora, *Comparative Public Administration: An Ecological Perspective*. (New Delhi: Associated Publishing House, 1990)
7. Stoner, Fredman and Gilbert, *Management*. (New Delhi: Prentice-Hall of India Pvt.Ltd, 1996)

Research Methods in Public Administration

Course Title: Research Methods in Public Administration

Course No.: PA 510

Full Marks: 100

Nature of the Course: Analytical and Professional Core Pass Marks: 40

Duration of the Course: 100 Lecture hrs.

Duration of the Class: 60 minutes

Course Objective

The objective of this course is to familiarize the students with the various elementary statistical methods and research methodology required to conduct social and behavioural research and prepare research reports.

Course Contents

GROUP A: RESEARCH METHODOLOGY

1. Introduction

LH 5

- 1.1 Meaning and process of social research
- 1.2 Use of scientific methods/principles in Social and behavioural Sciences
- 1.3 Types of research: Pure vs. applied, qualitative vs. quantitative, conceptual vs. empirical, historical, descriptive, case study, action research
- 1.4 Application of research in decision-making

2. Fundamental Concepts

LH 10

- 2.1 Information/Data: primary and secondary; Concepts and variables
- 2.2 Relationship
- 2.3 Hypothesis: meaning, types, sources and importance
- 2.4 Inductive and deductive logic
- 2.5 Facts and theory in research
- 2.6 Measurement and scaling: Levels/Scales of measurements, rating and ranking scales
- 2.7 Test of reliability and validity of measuring instruments
- 2.8 Review of related literature.

3. Research Problem

LH 2

- 3.1 Meaning of research problem and hypothesis
- 3.2 Choosing research problem

- 3.3 Process of defining problem
- 3.4 Statement of the problem.

- 4. Research Design** **LH 10**
 - 4.1 Population and sample
 - 4.2 Need for sampling
 - 4.3 Sampling frame, Factors affecting sample size
 - 4.4 Sampling methods
 - 4.5 Meaning, Purpose and components of research design
 - 4.6 Research designs in case of exploratory, descriptive and hypothesis testing studies
 - 4.7 Characteristics of good research design.

- 5. Data Collection Techniques** **LH 10**
 - 5.1 Questionnaire construction: mail questionnaire vs interview-schedule
 - 5.2 Interview: Structured and unstructured, focus group discussion
 - 5.3 Observation: participant and non-participant
 - 5.4 Participatory Rapid Appraisal (PRA) and Rapid Rural Appraisal (RRA)
 - 5.5 Content analysis.

- 6. Data Analysis and Interpretation** **LH 10**
 - 6.1 Data processing: editing, coding and tabulation
 - 6.2 Statistical methods of analysing data: frequency distributions, measures of central tendency and dispersion, correlation and regression, parametric and non-parametric test of hypothesis;
 - 6.3 Interpretation of tabulated data and qualitative information.

- 7. Research Proposal and Report Writing** **LH 3**
 - 7.1 Writing a research proposal
 - 7.2 Varieties of reports
 - 7.3 Structure of research report
 - 7.4 Qualities of a good research report.

GROUP B: STATISTICAL METHODS

- 1. Understanding Probability** **LH 10**
 - 1.1 Meaning of Probability
 - 1.2 Events (Simple and Compound)

- 1.3 Probability of simple events
- 1.4 Conditional probability
- 1.5 Probability of Compound events
- 1.6 Application of addition and multiplication theorems
- 1.7 Theoretical distributions: Binomial, Poisson and Normal distribution.

2. Estimation

LH 7

- 1.1 Basic concept of sampling distribution and Standard error
- 1.2 Estimation and Estimators
- 1.3 Criteria of a good estimator
- 1.4 Types of estimates
- 1.5 Interval estimation of Population Proportion and Population mean
- 1.6 Determining Sample Size.

3. Test of Hypothesis

LH 25

- 3.1 Meaning of hypothesis
- 3.2 The critical values
- 3.3 Significance level
- 3.4 Type I and type II errors
- 3.5 One tailed and two tailed test
- 3.6 Steps in testing a hypothesis
- 3.7 Test of Significance of Proportion (Single and double Samples)
- 3.8 Test of Significance of mean (Single and double Samples, Large and Small Samples, independent and dependent Samples)
- 3.9 Variance ratio test (F-test).
- 3.10 Non- Parametric test : chi-square test for goodness of fit and independence, Kruskal Wallis test for K independent Samples (Up to 4 samples for small size).

4. Correlation and Regression Analysis

LH 8

- 4.1 Karl Pearsons Coefficient of Correlation and its interpretation
- 4.2 Rank Correlation Coefficient
- 4.3 Simple Linear regression
- 4.4 Test of Significance of Observed correlation and regression coefficients.

Basic Books

- 1. C.R. Kothari, *Research Methodology: Methods and Techniques*. (New Delhi: Wiley Eastern Ltd, 1995).

2. Fred N. Kerlinger, *Foundations of Behavioural Research*. (New Delhi : Prentice-Hall of India, 1978).
3. Howard K. Wolf and Prem R. Pant, *A Handbook for Social Science Research and Thesis Writing*, 2nd ed. (Kathmandu: P.R. Pant , 1999).
4. P.S. Grewal, *Methods of Statistical Analysis*. (New Delhi: Sterling Publishers, 1990).
5. S.C. Gupta, *Statistical Methods*. (Bombay: Himalayan Publishing House, 1998).
6. Sydney Siegel, *Non-parametric Statistics*, (USA: McGraw-Hill, 1964)

Reference Books

1. Hans Raj, *Theory and Practice in Social Research*. (New Delhi: Surjeet Publications, 1987).
2. Leon Festinger and Daniel Katz, *Research Methods in the Behavioural Science*. (New Delhi: Amerind Publishing Company, 1970).
3. Lokesh Koul, *Methodology of Educational Research*, (New Delhi: Vikas Publishing House, 1994).
4. Prem R. Pant, *Field Work Assignment and Report Writing*. (Kathmandu: Veena Academic Enterprises Pvt. Ltd., 1998).
5. Rao, *Research Methodology in Commerce and Management*. (New Delhi: Sterling Publishers Pvt. Ltd., 1993).
6. V. Khanzode, *Research Methodology: Techniques and Trends*. (New Delhi: APH Publishing Corporation, 1995).
7. William J. Good and Paul K. Hatt, *Methods in Research*. (Tokyo: McGraw-Hill Kogakusha, 1952).

Development Administration

Course Title: Development Administration

Course No.: PA 520

Nature of the Course: Core

Duration of the Course: 100 Lecture hrs.

Duration of the Class: 60 minutes

Full Marks: 100

Pass Marks: 40

Course Objective

The objective of this course is to give a comprehensive knowledge of theories and dimensions of Development Administration and make students goal-and people-oriented while administering services both in government and private organizations.

Course Contents

- 1. Introduction LH 14**
 - 1.1 Meaning and concept of Development
 - 1.2 Nation Building and Social Change
 - 1.3 Conceptual framework of Development Administration
 - 1.4 Areas & Scope of Development Administration
 - 1.5 Functions & Attributes of Development Administration
 - 1.6 Difference between Public Administration and Development Administration
 - 1.7 Priorities of Development Administration
 - 1.8 Criticism of Development Administration

- 2. Approaches to the study of Development Administration LH 14**
 - 2.1 Bureaucratic Approach
 - 2.2 Comparative Public Administration
 - 2.3 Ecology of Development Administration - Agraria-Industria. Theory of Prismatic Society
 - 2.4 Sustainable Development
 - 2.5 People's Participation
 - 2.6 Decentralization

- 3. Institutional Backdrop and Administrative Reforms LH 14**
 - 3.1 The Concept of Organization and Institution
 - 3.2 Institution Building Model
 - 3.3 Administrative Reform Proposals and Implementation
 - 3.4 Strengthening Political Systems Capabilities

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| 4. Management | LH 14 |
| 4.1 Basic Concept of management | |
| 4.2 Concept, Process and Variables of Motivation | |
| 4.3 Frustration in Bureaucracy | |
| 4.4 Leadership Skills | |
| 4.5 Management Information System | |
| 5. Resource Base and Resource Mobilization | LH 14 |
| 5.1 Overview of Different Resources - Natural, Human, Financial, Technological and Information Resource | |
| 5.2 Sources of Resource Mobilization and its Allocation | |
| 5.3 Remedies to Overcome Resource Constraints | |
| 6. Human Resource Development | LH 10 |
| 6.1 Need & Importance of HRD | |
| 6.2 HRD Policy | |
| 6.3 Management of Training | |
| 7. Population | LH 6 |
| 7.1 Population & Development | |
| 7.2 HMG Population Policy in past & present | |
| 7.3 Migration, Settlement and its effect on Development | |
| 8. Development Planning | LH 8 |
| 8.1 Conceptual framework | |
| 8.2 Overview of Development Plans in Nepal | |
| 8.3 Objectives, Priorities, & Allocation of Current Plan | |
| 8.6 Challenges to Planning Process in Nepal | |
| 9. Gender and Development | LH 6 |
| 9.1 Gender Issues | |
| 9.2 Gender and Sustainable Development | |
| 9.3 Gender Main Streaming in Development in Nepal | |

Basic Books

1. भीमदेव भट्ट, *विकास प्रशासन*. (काठमाडौं: आभाषदेव भट्ट, २०५५)
2. Ferel Heady, *Public Administration: A Comparative Perspective*. (New Jersey : Prentice Hall 1981)
3. R. K. Chatterjee, *Development Administration*. (New Delhi: Surjeet Publications, 1990).

4. R.K. Arora, *Comparative Public Administration*. (New Delhi: Association Publishing House, 1988).
5. Ravindra Prasad et al., *Administrative Thinkers*. (New Delhi: Sterling Publishes Private Ltd., 1989).

Reference Books

1. Bhim Dev Bhatta, *Decentralization in Nepal*. (New Delhi: Reliance Publishing House, 1990).
2. F. W. Riggs, *The Ecology of Public Administration*. (New Delhi: Asia Publishing House, 1967).
3. Hahn Been Lee, *Public Administration: A Comparative Perspective*. (Korea: Pannum Book Co., 1992).
4. Irving Swerdlow (ed), *Development Administration Concepts and Problems*. (New York: Syracuse University, 1963).
5. Madhav P. Poudyal, *Administrative Reforms in Nepal*. (New Delhi: NBO, 1989).
6. Madhu Raman Acharya, *Business of Bureaucracy*. (Kathmandu: Nepal Encyclopedic Foundation, 1996).
7. R.K. Sapru, *Development Administration*. (New Delhi: , 19)
8. Richard W. Gable, *Development Administration, Background, Terns, Concept, Theories and New Approaches*. (California: University of California, 1976).
9. Rumki Basu, *Public Administration: Concepts and Theories*. (New Delhi: Sterling Publishers, 1990).

Public Personnel Administration and Organization Behavior

*Course Title: Public Personnel Administration and
Organization Behavior*

Course No.: PA 530

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 Objective

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

GROUP A - PUBLIC PERSONNEL ADMINISTRATION

Course Contents

- 1. Introduction to Personnel Administration/Human Resource Management** **LH 10**
 - 1.1 Concept, nature, scope and objectives Personnel Administration
 - 1.2 Growth of Personnel Administration and Concept of Civil Service
 - 1.3 Need and importance of Public Personnel Administration
 - 1.4 Environment of human resource management
 - 1.5 Human resource development policy and its relevance to National Development

- 2. Structure of Public Personnel Administration** **LH 10**
 - 2.1 Role and function of Central Personnel Agency
 - 2.2 Systems of employment: spoils system, merit system, career system, position and rank classification

- 3. Acquisition and Development of Human Resource** **LH 10**
 - 3.1 Human resource planning/manpower planning
 - 3.2 Job analysis
 - 3.3 Recruitment, selection and socialization process
 - 3.4 Training and development
 - 3.5 Separation

- 4. Motivation and Maintenance of Human Resource** **LH 12**
- 4.1 Morale and motivation
 - 4.2 Performance appraisal
 - 4.3 Job evaluation
 - 4.4 Compensation
 - 4.5 Benefits and services
 - 4.6 Safety and health
 - 4.7 Discipline and the problems of employees
 - 4.8 Collective Bargaining, Conflict and Grievance conflict
 - 4.9 Inter-personnel communication
 - 4.10 Code of Conduct

- 6. Emerging/Current Trends in Public Personnel Administration/ Human Resource Management** **LH 8**
- 5.1 Challenges to personnel administration
 - 5.2 Personnel research and change
 - 5.3 Recent trends in personnel administration

GROUP B - ORGANIZATIONAL BEHAVIOR

Course Contents

- 1. Fundamentals of Organization Behavior** **LH 10**
- 1.1 A brief overview of organizational theories
 - 1.2 Historical overview of organizational behavior
 - 1.3 Framework for understanding organizational behavior
 - 1.4 Elements and processes of a social system and the place of an organization in it
- 2. Behavioral Science: Methods of its Study Technology Used** **LH 10**
- 2.1 Research Methods in Behavioral Science
 - 2.2 Behavior Technology: SR (Stimulus Response); SOR (Stimulus-Organism-Response)
- 3. Micro Perspective of Organization Behavior** **LH 10**
- 3.1 Psychological foundation of individual behavior; learning, personality, perception and attitude
 - 3.2 Motivation: Motivation as a basic psychological process of organization behavior theories in perspectives

- Content theories of motivation (Need Theories, Two-Factor Theory, The Job Design approach: Achievement/Power Theory)
- Process Theories of Work Motivation (Reinforcement Theory, Expectancy Theory, Equity Theory, Goal-setting Theory)

3.3 Stress Management

4. Macro Approach to Organization Behavior : LH 10 (Social Process and accomplishing Organizational Objectives)

- 4.1 Group Dynamics (Concept, Group Formation, Group Structure and Informal Groups) Roles, Norms and Status, Group Cohesion
- 4.2 Communication (Concept, Process, Inter-personnel Communication, Interactive Communication in Organization, Communication Barriers, Improving Communication in Organizations)
- 4.3 Conflict in Organization (Nature of conflict, causes of conflict, conflict management strategies)
- 4.4 Leadership (Concepts, Characteristics, Traits and Styles, Trait Approach, Group Approach, Contingency Theories of Leadership (Fredler-House), Emerging Theoretical Framework for Leadership)

5. The Environmental Context of Organizational Behavior LH 10

- 5.1 Organizational Culture
- 5.3 Organization Change and Development
 - Perspective on Change
 - The Change Process
 - Organization Development
 - Organizational Change Techniques
 - Problems in Changing Organizations

5.3 Emerging/Recent Trend in Organizational Behavior

Basic Books:

1. C.B. Mamoria, *Personnel Management*. (Bombay, Himalayan Publishing House, 1995)

2. Dale S. Beach, *Personnel: The Management of People at Work*. (New York : Macmillan Publishing Co. Inc., 1975). (Latest available edition).
3. David A. DeCenzo and Stephen P. Robbins, *Personnel/Human Resource Management*. (New Delhi: Prentice-Hall of India Ltd., 1997).
4. N.K. Singh, *Dimension of Personnel Management* (New Delhi : Vani Educational Books, 1984).
5. O. Glenn Stahl, *Public Personnel Administration*. (New Delhi : Oxford and IBH Publishing Co., 1962). (Latest Available Edition).
6. Fred Luthans, *Organizational Behavior*. (Tokyo : McGraw-Hill, 1985). (Latest available edition).
7. Henri I. Tosi, John R. Rizzo and Stephen J. Carroll, *Organizational Behavior: A Comprehensive Manual*. (New Delhi: Beacon Books, 1998).
8. Keith Davis, *Human Behavior at Work*. (Tokyo : McGraw-Hill, 1985).
9. Stephen P. Robbins, *Organizational Behavior: Concepts, Controversies, Applications*. 7th ed. (New Delhi: Prentice-Hall of India, 1996).
10. T. R. Mitchell, *People in Organization: An Introduction to Organization Behavior*. (Tokyo : McGraw-Hill, 1987).

Reference Books :

1. Edwin B. Flippo, *Principles of Personnel Management*. (Tokyo: McGraw-Hill, 1977)
2. F.A. Nigro and L. G. Nigro, *The New Personnel Administration*. (Illinois: Peacock Publishers, 1976).
3. K. Aswathapa, *Human Resource and Personnel Management*. (New Delhi: Tata McGraw-Hill Publishing Ltd, 1997).
4. Pigors' and Myers, *Personnel Administration* (New York, McGraw-Hill, 1977)
5. Robert E. Funley (ed.), *The Personnel Man and Job* (Bombay: D.B. Taraporevala and Sons Co. Pvt, 1970)
6. S.L. Goel, *Public Personnel Administration* (New Delhi: Sterling Publications, 1984)

7. Chris Argyris, *Understanding Organizational Behavior*. (London: Tavistock, 1960)
8. H. A. Simon, *Administrative Behavior*. (New York: The Free Press, 1976)
9. Joe Kelly, *Organizational Behavior*. (Illinois: Richard D. Erwin, 1974)
10. John W. Newstrom and Robert Dubin, *Human Relations in Administration* (New York: Prentice-Hall, 1984)

Public Financial Administration

Course Title: Public Financial Administration

Course No.: PA 540

Nature of the Course: Core

Duration of the Course: 50 Lecture hrs.

Duration of the Class: 60 minutes

Full Marks: 50

Pass Marks: 20

Course Objective

The objective of this course is to provide students with a basic knowledge of public fiscal administration behaviour so as to make them competent and capable in understanding its evolution, principles and theories together with the importance of its role in the fiscal management in the modern era.

Course Contents

- 1. Introduction to Public Finance** **LH 10**
 - 1.1 Meaning of Public Finance
 - 1.2 Development of Public Finance
 - 1.3 Nature and Subject matters of Public Finance
 - 1.4 Meaning and significance of Fiscal Policy

- 2. Governmental Revenue** **LH 10**
 - 2.1 Concept of governmental Revenue
 - 2.2 Tax Revenue and Non-tax Revenue
 - 2.3 Principles of Taxation
 - 2.4 Characteristics of an Effective Tax System
 - 2.5 Taxation and Economic Development

- 3. Public Expenditure** **LH 10**
 - 3.1 Meaning and Concept of Public Expenditure
 - 3.2 Principles of Public Expenditure
 - 3.3 Reasons for growth in Public Expenditure
 - 3.4 Public Expenditure and Economic Development

- 4. Public Debt** **LH 10**
 - 4.1 Meaning and Concept of Public Debt
 - 4.2 Sources of Public Debt
 - 4.3 Burden of Public Debt
 - 4.4 Principles of Debt Management

5. Government Budgeting

LH 10

- 5.1 Concept and History of Government Budgeting
- 5.3 Theories of Budgeting
 - Classical Concepts of Budgeting
 - Modern Concepts of Budgeting
- 5.4 Planning, Programming Budgeting System (PPBS)
- 5.5 Government Budgeting in Nepal

Basic Books:

1. Andley and Sundaram, *Public Economics and Public Finance*. (Agra: Ratna Prakashan, 1977)
2. B.P. Tyagi, *Public Finance*. (New Delhi: Jaya Prakashan Co., 1998)
3. H.L.Bhatia, *Public Finance*. (New Delhi: Vikash Publications, 1992)
4. S.K. Singh, *Public Finance in Developed and Developing Economies*. (New Delhi: S.Chand & Co.)

Reference Books :

1. Bal Govind Bista, *Government Finance in Nepal*. (Kathmandu: Laliguras, 1986)
2. Due and Friedlaender, *Government Finance: Economics of Public Sector*. (Illinois: Richard D.Irwin, 1973)
3. Groves and Bish, *Financing Government*. (New York: Holt, Rinehart and Winston Inc., 1973)
4. Musgrave and Musgrave, *Public Finance in Theory and Proactice*. (Tokyo: McGraw-Hill Kogakusha, 1980)
5. R.N. Tripathy, *Public Finance in Underdevelopment Countries*. (Calcutta: The World Pvt.Ltd., 1978)
6. S.K. Singh, *Fiscal System of Nepal*. (Kathmandu: Ratna Pustak Bhandar, 1977)

Administrative Law

Course Title: Administrative Law

Course No.: PA 550

Full Marks: 50

Nature of the Course: Analytical and Professional Core Pass Marks: 20

Duration of the Course: 50 Lecture hrs.

Duration of the Class: 60 minutes

Course Objective

The objective of this course is to orient and familiarise the students with the concepts of Administrative Law, its significance in Personnel Administration and its role in analysing and understanding related problems in Personnel Administration.

Course Contents

- 1. Introductions to Administrative Law** **LH 10**
 - 1.1. Meaning , definition and importance of Administrative Law
 - 1.2. Scope of the study of Administrative Law
 - 1.3. Principles of Administrative Law
 - 1.4. Sources of Administrative Law

- 2. Administrative Law and Separation of Powers** **LH 4**
 - 2.1. Meaning and philosophy of the Separation of Powers
 - 2.2. Separation of Powers and its effects on Administrative Law

- 3. Institutional Classifications and its functions** **LH 10**
 - 3.1. Need and Importance of Classification
 - Head of the State
 - The legislature
 - The Executive
 - The Judiciary

 - 3.2. Functional and role differences in Legislative, Executive and Judiciary

- 4. Delegation and Control Functions of Legislature** **LH 10**
 - 4.1. Legislative Processes
 - 4.2. Distinction between an Act, a Law, a by- Law and an administrative discretion
 - 4.3. Types of Delegated Legislation

4.4. Judicial Control over Delegated Legislation and doctrine of Ultra Vires

4.5. Prerogative Remedies and Legislative Control

5. Administrative Tribunals for Grievance Redressal **LH 10**

5.1. Natural Justice and Administrative Tribunal

5.2. Fundamental Rights and Administrative Tribunal

5.3. Strategies for Grievance Redressal

- Inquiries
- Special tribunals
- Related writs and their hearings

5.4. Administrative discretion of the Court

6. Judicial Review **LH 6**

6.1. Meaning of Judicial Review

6.2. Judicial Review and Administrative Action

6.3. Changing Role and Importance of Administrative Law

Basic Books:

1. Griffith and Street, *Principles of Administrative Law*. (1971).
2. H. W. R. Wade, *Administrative Law*. (Oxford: Oxford and Clarendon Press, 1971).

Reference Books :

1. J.F. Garner, *Administrative Law*. (London: Butterworths, 1979).
2. Various Laws and Legislation pertaining to Administrative Law as promulgated by HMG.

Public Policy Analysis

Course Title: Public Policy Analysis

Course No.: PA 600

Nature of the Course: Core

Duration of the Course: 100 Lecture hrs.

Duration of the Class: 60 minutes

Full Marks: 100

Pass Marks: 40

Course Objective

The objective of this course is to provide the student with the generic, conceptual, methodological and analytical knowledge and skills appropriate for analyzing issue-areas of public policy in the changed context of national and international environment. The course will emphasize on familiarizing the student with a number of approaches, methods and techniques addressing the complex, interdependent and multi-disciplinary nature of contemporary policy problems. After completing its study, the students are expected to be capable enough to analyze, plan, and manage different aspects of public policy-making process.

Course Contents

1. **Nature of Public Policy Analysis** **LH 20**
 - 1.1 Introduction to Public Policy and its Concept
 - Meaning and concept of public policy.
 - Subject matters of public policy.
 - Nature and Scope of public policy and policy analysis
 - 1.2 Methods and Approaches to the Study of the Public Policy Analysis
 - Methods of study of policy-making process.
 - Lindblom's concept of policy-making ladders.
 - Reconstructive leadership in policy making.
 - Approaches to the study of policy analysis;
 - 1.3 Utility and Purposes of the Study of the Public Policy Analysis
 - General and specific types of utilities;
 - Utilities to statesmen and politicians.
 - Utilities to administrators.
 - Utilities to general public.
 - Utilities to academicians and scientists.

- 2. Policy Formulation and Decision Making : LH 20**
- 2.1 Policy Formulation Process
- Stages of policy formulation
 - Role of state authorities and interest groups
 - Factors influencing policy formulation process
- 2.2 Theories or Criteria of Policy Decisions
- Rational-Comprehensive theory.
 - Lindblom's Science of muddling through;
 - The Incremental Theory.
 - Herbert Simon's theory of limited rationality; and Etzioni's Mixed-Scanning as a third approach.
 - Public opinion theory as a populist approach.
 - Constraint theory of decision making; (Situations and circumstances of political, social and economic constraints in decision-making process).
- 3. Overview of Modern political Economy and Public Opinion Theory Approach to Policy Analysis : LH 20**
- 3.1 Problem Structuring and Concept Formation
- Premises for a modern theory of political economy.
 - Human nature and politics.
 - Elements of individual choice and preferences
 - Group choice and political choice.
 - Rationality
 - Voter's paradox or the cyclical majority problem.
 - Arrow's Impossibility Theorem.
- 3.2 Collective Actions in Unorganized Groups
- The nature of public (collective) and private goods
 - The objectives of political action.
 - Individual behavior and optimality.
 - Collective behavior and sub-optimality
 - Collective action and marginal cost-sharing.
 - Overcoming the barrier to collective action.
- 3.3 Political Organizing and Political Entrepreneurs
- Entrepreneurial leaders and altruistic leaders.
 - Rational political entrepreneurs.
 - Entrepreneurial behavior in varying contexts.

- Differences between rational entrepreneur and altruistic leaders (Self-oriented and non-self-oriented political entrepreneurs).

3.4 Political Economy of Democracy

- Democracy as a set of decision rules
- The rational act of voting.
- Party platform in a democracy.
- Electoral competition as a spatial competition.
- Vote-trading and coalition minorities

4. **Overview of Some Analytical Decision Methods:** **LH 20**

4.1 A Historical Perspective of Policy Science and Policy Analysis

- Basic assumptions policy science.
- Issues of policy analysis
- Models for policy analysis
- Constraints to rationality.
- Policy making and the politics

4.2 Operations Research and Systems Analysis

- Overview of operations research.
- Systems concept and systems models for analysis
- The general systems theory and systems concept.
- The use of operations research and systems analysis in analytical decision-making process.
- The future of operation research and systems analysis in public administration.

4.3 An overview of Policy-making Process

- Public policy and good governance
- Public policy as an interdisciplinary field.
- Public policy as a fast growing discipline.

5. **Implementation and Evaluation of Public Policy** **LH 20**

5.1 Requirements for Effective Implementation

- Elements in implementation
- Transmission of decision
- Clarity of instruction : Communication
- Consistency of implementation orders
- Resources, information and authority

- Implementation techniques
- Dispositions of implementers
- Conditions for successful implementation

5.2 Evaluation

- Monitoring and Evaluation Concepts
- Monitoring and evaluation and policy analysis:
 - Evaluation in formulation stage:
 - Appraisal and assessment.
 - Monitoring, an on-going evaluation
 - Terminal evaluation
 - Ex-post evaluation
- Evaluation of effects and impacts: Criteria for Evaluation
- Evaluation of change.
- Problems in evaluation
 - Political, economic and social constraints
 - The evaluators and their problems

Basic Books:

1. George C. Edwards II and Ira Sharkansky, *The Policy Predicament: Making and Implementing Public policy* (San Francisco : W.H. Freeman and Co., 1978) (Latest available edition).
2. James Anderson, *Public Policy Making*, (New York : Holt, Rinehart and Winston, 1979).
3. Norman Frohlich and J.A. Oppenheimer, *Modern Political Economy*.(New Delhi : Prentice-Hall of India, 1978). (Latest Available Edition).
4. Pradeep Sahani, *Public Policy : Conceptual Dimension*. (Allahabad :Kitab Mahal, 1987) .
5. R.K. Sapru, *Public Policy: Formulation, Implementation and Evaluation*, (New Delhi: Sterling, 1996) .

Reference Books :

1. Devika Paul, *Public Policy Formulation and Implementation in India*. (Devika Publications, Delhi, 1994)
2. P.R.Reejal, *Fundamentals of Public Policy Analysis*. (Kathmandu: Mrs Indira Reejal, 1995)
3. पुरुषोत्तम सुवेदी, *अनुगमन तथा मूल्यांकन : निर्देशक सिद्धान्तहरु*
4. युवराज पाण्डे, *सार्वजनिक नीति विश्लेषण* (काठमाडौं:विद्यार्थी पुस्तक भण्डार, २०५४)

Public Enterprise Management and Social Responsibility

*Course Title: Public Enterprise Management and
Social Responsibility*

Course No.: PA 610

Full Marks: 100

*Nature of the Course: Analytical and Professional
Core*

Pass Marks: 40

Duration of the Course: 100 Lecture hrs.

Duration of the Class: 60 minutes

Course Objective

The basic objectives of this course are :

- to provide the students with an insight into the historical perspective, concept and evolution of public enterprise system, and recent approach to privatization policy and its future;
- to orient them about the concept, development and present position of the public enterprises, and their role in national development process in Nepal; and
- to make them aware of the PEs' management and its impact on business policy and environment, business ethics and social responsibilities of the PEs that were traditionally supposed to function in an economic environment

Course Contents

- 1. Concept and Growth of Public Enterprises** **LH 20**
 - 1.1 Forces Leading to Evolution of Modern PE System**
 - Overview of laissez-faire economy.
 - Economic depression of late 1920s and early 30s.
 - New-deal policy and concept of mixed economy.
 - Growth of public enterprises
 - 1.2 PEs' Classification and Forms of Organization**
 - Type of PEs (public corporation , state company, department, operating contract, etc.).
- 2. Overview of Functional Areas, and Pricing and Profit Policies of PE Management** **LH 20**
 - 2.1 Overview of the PE Systems, and their Classification**

- Classification of PEs (industries, finance, banking, trade and commerce, transport, services, public utility services, etc.).

2.2 Overview of Functional Areas

(production, marketing, personnel and finance, etc.).

2.3 Pricing and Profit Policies and their Impact on Business Policy and Environment

- Concept of pricing and profit
- Types of pricing system (break-even, marginal cost, import parity, discriminating, and cost-plus pricing).
- Factors affecting pricing and profit; Profit policy

3. Evolution of Public Enterprises in Nepal LH 20

3.1 Concept and Evolution of PEs in Nepal: An Overview.

- During Rana period-before 1951
- Before the onset of Plan period-1951-1956.
- During the 1st to 7th Plan period.
- During the 8th Plan period and after

3.2 Development Objectives and PEs in Nepal

- Objectives of economic policy in development plans
- Role of PEs in Nepalese economy.
- Public enterprises as pace setters.

3.3 Performance and Public Accountability of PEs in Nepal

- General performance of PEs: An overview
- The dichotomy of public and private enterprises

4. Social Responsibility of Public Enterprises LH 20

4.1 Overview of Business Ethics and Social Responsibility

- Forces influencing social and ethical behaviors of PEs
- Public enterprises and social environment
- PE targets and social goals
- Partnership with government
- Impact of corporate policy on business environment
- Concept of social issues and dimensions of social responsibility and business ethics.

4.2 Public Relations and Social Audit

- Concept and process public relations

- Marketing and advertisement
- Advertisement and corporate promotion
- Social responsibility, business ethics and codes for advertisement
- Policies and practices of public relations in PEs in Nepal.
- Concept and trends in social audit
- Proposed models for social reporting

5. Approaches to Autonomy, Efficiency and Concept of Privatization

LH 20

5.1 Concept of Autonomy and Efficiency

- Autonomy vs. state control
- State agencies to control PEs
- Governing boards and their composition, types and size.
- Criteria and approaches to efficiency measurement
- The concept of privatization and its present affairs

5.2 Concept of Privatization and Denationalization in Nepal

- Concept of economic liberalization and free-market economy
- Policy of privatization and the changed context
- Privatization policy and essential public utility services in Nepal
- Process of collective bargaining and essential services - Overview of privatization process in Nepal

5.3 Present Challenges and Future of Public Enterprises

- Concept of privatization and future of PEs
- Various issues, problems and constraints in PEs' management
- Organization and management problems of PEs in Nepal

Basic Books

1. Kaith Davis and Newstrom, *Business and Society: Environment and Responsibility*. (Tokyo: Mc-Graw Hill) latest available edition
2. Laxmi Narayan, *Principles and Practice of Public Enterprise Management*. (New Delhi: S.Chand & Co., 1993).
3. Narayan Manandhar, *Public Enterprises and Privatisation*. (Kathmandu: Narayan Manandhar, 1998)

4. श्याम जोशी, सार्वजनिक संस्थानको व्यवस्थापन (Kathmandu : Taleju Prakashan, 1994).

Reference Books

1. Clarence Welton (ed.) *The Ethics of Corporate Conduct*. (New York : Prentice- Hall, 1977) Latest Available edition
2. Hansen. *Public Enterprise* (Brussels:) latest available Edition.
3. R. Gupta, *Issues in Public Enterprises*. (New Delhi: S.Chand and Co.) latest available edition.
4. Recent Reports, News Releses, Press Communiques and Publications on different aspects of PEs, and Govt. Policies, by HMG/N.

International Administration

Course Title: International Administration

Course No.: PA 620

Full Marks: 50

*Nature of the Course: Analytical and Professional
Core*

Pass Marks: 20

Duration of the Course: 50 Lecture hrs.

Duration of the Class: 60 minutes

Course Objective

The objective of this course is to familiarize the students with various aspects of international administration. Particular focus will be placed on: International Administration and Organisation, United Nations Organization Systems, Regional Cooperation in South Asia and present trends and challenges of International Administration and cooperations.

Course Contents

- 1. International Administration and Organisation** **LH 14**
 - 1.1 International Administration : History and Development
 - 1.2 Place of International Administration in Modern World
 - 1.3 Importance of International Administration
 - 1.4 International Organisation: Nature, Scope, Growth and Development
 - 1.5 Agencies and Institutions for International Organisation: League of Nations and causes of its decline

- 2. United Nations Organisation System** **LH 14**
 - 2.1 The Formation of UNO - Background
 - 2.2 Purposes, functions and activities of UNO
 - 2.3 UNO and Major Organs of UNO : General Assembly, Security Council, International Court of Justice, Trusteeship Council, Social and Economic Council
 - 2.4 The UN Secretariat
 - 2.5 Present Role of UNO

- 3. Regional Co-operation in South Asia** **LH 11**
 - 3.1 Development of SAARC
 - 3.2 Overview of the Area of Cooperation in SAARC Nations

4. Recent Developments

LH 10

4.1 Present Trends and Challenges of International Administration and Cooperation

Basic Books:

1. G. S. Tandon, *International Law*. (Lucknow: Prakashan Kendra, 1977).
2. Lok Raj Baral, *The Politics of Balance Interdependence: Nepal and SAARC*. (Kathmandu: Ratna Pustak, 1988)
3. Martin Hill, *The United Nations System: Coordinating its Economic and Social Work*. (Cambridge: Cambridge University Press, 1978).
4. Mohan Prasad Lohani (ed.), *Nepal and the United Nations (1956-1996)*. (Kathmandu: UN Association of Nepal, 1997).
5. United Nations, *Basic Facts About the United Nations*. (New York: United Nations, 1998).
6. गोपाल शर्मा, *अन्तर्राष्ट्रीय मानव अधिकार*. (काठमाडौं: विद्यार्थी पुस्तक भण्डार, २०५२).

Reference Books :

1. George Scott, *The Rise and Fall of the League of Nations*. (London: Hutchinson, 1973).
2. Gulam Umar, *SAARC Analytical Survey*. (Delhi: Renaissance Publishing House, 1992)
3. Mark M. Lindenburg, *The Human Development Race*. (San Francisco: Institute for Contemporary Studies, 1993)
4. Sita Shrestha, *Nepal and United Nations*. (New Delhi: Sindhu Publications, 1971)
5. Stephen Goodspeed, *The Nature and Function of International Organisation*. (New York: Oxford University Press, 1971).
6. United Nations, *Rules of the Procedures of the General Assembly*. (New York: United Nations, 1991).
7. SAARC Charter and other Secretariat Publications.

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: Analytical and Professional Core *Pass Marks: 20*

Duration of the Course: 50 Lecture hrs.

Duration of the Class: 60 minutes

Course Objective:

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 to explore alternative strategies to resolve them.

Course Contents:

- 1. Public Affairs Management** **LH 8**
 - 1.1 Conceptual background of Public Affairs Management
 - 1.2 Concepts in Strategic Management
 - 1.3 New Public Management
 - 1.4 Causes of change in the Public Sector

- 2. Performance Management** **LH 12**
 - 2.1 Concept and theories of performance management
 - 2.2 Criteria to evaluate performance management
 - 2.3 Work efficiency and performance related pay
 - 2.4 Performance management practices in Nepal

- 3. Morale and Ethics in Administration** **LH 6**
 - 3.1 Morale and ethics in administration
 - 3.2 Methods to develop professional standards
 - 3.3 Its importance in the changing societal values

- 4. Marketing of Public Services** **LH 12**
 - 4.1 Role and functions of the government
 - 4.2 Public services and delivery systems
 - 4.3 Quality and Total Quality Management (TQM)
 - 4.4 Strategy for marketing public services
 - 4.5 Constraints for marketing of public services

5. Issues of Public Affairs Management in Nepal

LH 12

- 5.1 Reorientation of Public Sector Management towards Results/Objectives
- 5.2 Managing Bureaucracy for Meeting Challenges
- 5.3 Corruption in Nepal's Public Service
- 5.4 Public Accountability
- 5.5 Problems & Prospects of Management of Public Services

Basic Books:

1. Michael Armstrong, *A Handbook of Personnel Management Practice*. (London: Kogan Page, 1993).
2. Owen E. Hughes, *Public Management and Administration: An Introduction*. (London:).
3. Ram Chandra Malhotra, *Objectives and Results - Oriented Administration in Nepal*. (Lalitpur: Nepal Council of Retired Civil Servants, 1999).
4. David Osborne and Ted Gaebler, *Reinventing Government*. (Reading: Addison-Wesley Company, 1992).
5. IIPA Special Issue on Good Governance.
6. Journals - PAR, PAJ, PAAN, Jan Prashasan.

Reference Books :

1. Shriram Avasthi and Amreshwar Maheshwari, *Public Administration*. (Agra: Lakshmi Narain Agarwal, 1999).
2. Diwaker Chand, *Development Through Non-Governmental Organizations in Nepal*. (Kathmandu: Institute for National Development Research and Social Services (INDRASS), 1991).
3. Theme Papers published by Public Administration Association of Nepal (PAAN) on *Management of Public Services in the Twenty-First Century: Problems and Prospects; Corruption in Nepal's Public Service; Democracy, Decentralization and Development; Managing Bureaucracy for Meeting Challenges of the Future; and Politics and Administration in Nepal*.

Rural Development

Course Title: Rural Development

Course No.: DA 621

Full Marks: 50

*Nature of the Course: Specialization - Development
Administration Area*

Pass Marks: 20

Duration of the Course: 50 Lecture hrs.

Duration of the Class: 60 minutes

Course Objective

The objective of this course is to provide the students with an understanding of the concepts and practices of Rural Development with a view to analysing problems and prospects of Rural Development in Nepal, the need to which is being increasingly felt in the developing countries.

Course Contents

- 1. Introduction** **LH 10**
 - 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 Nations
 - 1.5 Poverty Alleviation and Human Development

- 2. Models of Rural Development** **LH 6**
 - 2.1 Animation Rurale
 - 2.2 Community Development
 - 2.3 Integrated Rural Development Programme

- 3. Models of Rural Development in Nepal** **LH 12**
 - 3.1 Focus on Rural Development in Different Plans in Nepal
 - 3.2 Tribhuvan Village Development
 - 3.3 Integrated Rural Development Programme
 - 3.4 Small Farmers Development Programme
 - 3.5 Cooperatives
 - 3.6 Praja Vikas

- 4. Strategies for Rural Development in Nepal** **LH 12**
 - 4.1 Rural Development Participation
 - a. Meaning, Dimension of Rural Development Participation
 - b. People's Participation in Rural Development

- 4.2 NGO's in Rural Development
 - a. Voluntarism and Development
 - b. Resource Mobilisation through third sector in Nepal
 - c. Institutional Mechanism of NGO's Management in Nepal

4.3 Decentralisation

5. Other Aspects of Rural Development

LH 10

- 5.1 Relationship between Local Government and Rural Development Agencies
- 5.2 Service Delivery and Utilization Process in Grass-roots
- 5.3 Means and Ways of Mobilizing Local Resources
- 5.4 Rural Development and Current Plan
- 5.5 Problems and Prospects of Rural Development in Nepal

Basic Books

1. Diwaker Chand, *Development Through Non-Governmental Organizations in Nepal*. (Kathmandu: Institute for National Development Research and Social Services (INDRASS), 1991).
2. George H. Axinn, *New Strategies for Rural Development*. (Michigan: Rural Life Associates, 1976)
3. Hoshiar Singh, *Administration of Rural Development in India*. (New Delhi: Sterling Publishers Pvt. Ltd., 1995).
4. Katar Singh, *Rural Development: Principles, Policies and Management*. (New Delhi: Sage Publications, 1986)
5. S.P. Adhikari, *Rural Development in Nepal*. (Kathmandu: Sajha Prakashan, 1982).
6. Y.N. Ojha and S.P. Adhikari, *Integrated Rural Development in Nepal*. (Kathmandu: Sahayogi Press, 1982).

Reference Books

1. Anne Rademacher and Deepak Tamang, *Democracy, Development and NGOs*. (Kathmandu: SEARCH, 1995) N 321.4 R117 D
2. B.S. Khanna, *Rural Development in South Asia: Nepal & Bhutan, Vol. 4*. (New Delhi: Deep & Deep Publications, 1991). 301.35 K527v

3. Bhim D. Bhatta, *Decentralization in Nepal*. (New Delhi: Reliance Publishing House, 1989).
4. Bishwa Keshar Maskey, *NGOs in Development: Search for a New Vision*. (Kathmandu: Centre for Development and Governance, 1998).
5. Farhad Hossain and Susanna Myllyla (eds.), *NGOs Under Challenge: Dynamics & Drawbacks in Development*. (Helsinki: Ministry for Foreign Affairs of Finland, Department for International Development Cooperation, 1998).
6. Hasnat Abdul Hye, *Integrated Approach to Rural Development*. (New Delhi: Sterling Publishers, 1986).
7. HMG/N National Planning Commission, UNDP/N and The World Bank/N, *Poverty Alleviation and Human Development in Nepal*. (Kathmandu: 1992).
8. Prakash Chandra Lohani, *People's Participation in Development*. (Kathmandu: CEDA, 1980).
9. Publications of Rural Development Committee, Center for International Studies, Cornell University, USA.
10. Robert Chambers, *Rural Development: Putting the Last First*. (Essex: Longman Scientific & Technical, 1994)
11. Shastra Dutta Pant, *Aspects of Decentralization in Nepal*. (Kathmandu: Research Centre for South Asia, 2048)
12. Tulsi Narayan Shrestha, *The Concepts of Local Government and Decentralization*. (Kathmandu: Ratna Pustak Bhandar, 1996).
13. भीमदेव भट्ट, *विकास प्रशासन*. (काठमाडौं: आभाषदेव भट्ट, २०५५)
14. श्री ५ को सरकार, राष्ट्रिय योजना आयोग, *विभिन्न योजनाहरू*. (काठमाडौं: राष्ट्रिय योजना आयोग, विभिन्न)
15. प्रभाकरलाल दाश, *नेपालको ग्रामीण समाज शास्त्र*. (काठमाडौं : रेखारानी प्रकाशन, २०५४).

Journals: PAJ, PAAN, Prashasan, Jan Prashasan, IJPA Journal, etc.

Urban Development

Course Title: Urban Development

Course No.: DA 622

Full Marks: 50

*Nature of the Course: Specialization - Development
Administration Area*

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 orient the students on theory and practice of urbanisation and urban development, to enhance their capacity to analyse and interpret the burning issues and problems that arise from the rapid growth and change in urban areas and prepare them to assume responsibility as urban managers.

Course Contents

- 1. Introduction** **LH 7**
 - 1.1 Concept of urbanisation, urban development and urbanism.
 - 1.2 Factors, Process and Pattern of urbanisation
 - 1.3 Feature of urbanisation in developed and particularly in developing countries .
 - 1.4 Problems of organisation and the Role and Importance of urban development

- 2. Policy Planning for Urban Development** **LH 8**
 - 2.1 Need and Importance of Urban Policy
 - 2.2 Necessary Factors to be taken into Account for urban Policy making
 - 2.3 Skill and knowledge needed for urban Policy Planning
 - 2.4 Urban Policy and its Implementation in Nepal.

- 3. Urban Development Planning** **LH 15**
 - 3.1 Theoretical Aspect of urban planning
 - 3.2 Themes of urban Planning
 - 3.3 Urban Plan Administration
 - 3.4 Issues and challenges in urban developing planning
 - 3.5 Urban Plan and its impact in Nepal

- 4. Strategy for urban Development** **LH 8**
- 4.1 Housing and settlement strategy
- 4.2 Environmental strategy
- 4.3 Regional Development Strategy for Rural urban Balance.
- 4.4 Industrialisation, Market Development and Tourism Development Strategies
- 4.5 Infrastructural Development Strategy
- 5. Urban Development Management** **LH 12**
- 5.1 Urban Development Agencies;
- Government Agencies
 - Local Government Agencies
 - Non Governmental Agencies
 - International Agencies.
- 5.2 Personnel Management for Urban Development
- 5.3 Financial Management for Urban Development that is important and source of finance and its management

Basic Books

1. John L. Taylor and David G. Williams (eds), *Urban Planning Practice in Developing Countries* (Oxford: OUP, 1982)
2. K.C. Shivaramakrishnan, and Leslie Green, , *Metropolitan Management: The Asian Experience*, (New York: Oxford, 1986)
3. Pitamber Sharma, *Urbanisation in Nepal*, Papers of the Eastwest Population Institute No 110, (Hawai: East-West Centre, 1989)
4. R.C. Sharma (ed.), *South Asian Urban Experience* (New Delhi: Criterion, 1988)
5. Robert B. Potter, *Urbanisation and Planning in the third world : Perceptions and Public Participation* (London: Croom Helm, 1995)
6. World Bank, *Urban Policy and Economic Development: An Agenda for 1990*. (Washington D.C.: World Bank, 1991)

References

1. C.B. Shrestha and M.S. Manandhar, "Settlement System of Small Towns and Market Centres in the Bagmati Zone" Sub-Region, ADIP Series No. 5, (Kathmandu: ICIMOD, 1994)

2. Davies Roes and Peter Hall (eds.), *Issues in Urban Societies* (England: Penguin, 1978)
3. Govind P. Dhakal, 1995, "Issues in urban Development in Nepal, A case study of Kathmandu valley", An unpublished Ph. D. Thesis submitted to the University of Delhi, India, 1995.
4. Gavry Gapport and Richardson V. Night (eds.), "Cities in the 21st Century" *Urban Affairs Annual Report* Vol. 23, (London: Sage, 1982)
5. Human Settlement Sector, Review and Programming Steering Committee, MHPP and NPC, 1992, *Strategic Programmes for Human Settlement Sector* (Kathmandu : MHPP, November) Development Plan for Nepal (Kathmandu: NPC, 1992)
6. J.B. Cullingworth, *Problems of an Urban Society : Vol. 1* The Social Framework of Planning Urban and Regional Studies No. 4 (London: George Allen and Unwin, 1972)
7. John Lee and John M. Courtney (eds.), *Cities in Conflict: Studying in Planning and Management of Asian Cities*. (Washington DC: The World Bank, 1985)
8. *NPC (1955-1997) Five year Plans* (Kathmandu : NPC, 1988)
9. U.B. Shrestha et. al, *Historical Cities of Asia: Kathmandu*. (Kathmandu: TU CNAS, 1986)

Development Planning

Course Title: Development Planning

Course No.: DA 623

*Nature of the Course: Specialization - Development
Administration Area*

Duration of the Course: 50 Lecture hrs.

Duration of the Class: 60 minutes

Full Marks: 50

Pass Marks: 20

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 in different stages of plan formulation and in quantitative planning techniques.

Course Contents

1. **Introduction** **LH 10**
 - 1.1 Meaning of Economic Development and Growth
 - 1.2 Characteristics of Less Developed countries
 - 1.3 Concept and Need for Development Planning

2. **Socio-Cultural and Economic Conditions Required for Development** **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 in Stages** **LH 10**
 - 3.1 The Macro Phase
 - 3.2 The Middle Phase (Sectoral Level)
 - 3.3 The Micro Phase (Project Level)
 - 3.4 Implementation, Monitoring and Evaluation

- 4. Implementation and Evaluation** **LH 10**
4.1 Implementation of Development Planning
4.2 Monitoring and Evaluation
- 5. Quantitative Planning Techniques** **LH 10**
5.1 Input-Output Analysis
5.2 Linear Programming

Basic Books

1. Arthur Hazlewood (ed.), *Planning Development*. (London: Addison Wesley Publishing Co., 1970)
2. Albert Waterston, *Development Planning, Lesson of Experience*. (London: Oxford University Press, 1973)
3. W. Arthur Lewis, *The Theory of Economic Growth*. (London: George Allen and Unwin, 1978)
4. Pushkar Raj Reejal, *Development Planning*. (Kathmandu: Pushkar Raj Reejal, 1996)

Reference Books

1. Charles P. Kindleberger, *Economic Development*. (Tokyo: McGraw-Hill, 1978)
2. Jan Tinbergen, *Development Planning*. (London: Widen Field and Nicholson, 1962)
3. W. Arthur Lewis, *The Principles of Economic Planning*. (London: George Allen and Unwin, 1969)
4. पुरुषोत्तम सुवेदी, अनुगमन तथा मूल्यांकन: निर्देशक सिद्धान्तहरु

Project Management

Course Title: Project Management

Course No.: DA 624

*Nature of the Course: Specialization - Development
Administration Area*

Duration of the Course: 50 Lecture hrs.

Duration of the Class: 60 minutes

Full Marks: 50

Pass Marks: 20

Course Objective

The objective of this course is to provide knowledge to the students on basic concepts, theories and analytical techniques of Project Management. The course is also designed to enable 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. Project Concept** **LH 10**
 - 1.1 Meaning and General Concept of Project Planning
 - 1.2 The Role of National Planning in Project Formulation
 - 1.3 Relevance of Project Planning in Developing Nations
 - 1.4 Aspects of Project Preparation and Analysis
 - 1.5 Project Cycle
 - 1.6 Project with People
 - 1.7 Project Proposal
 - 1.8 Project Report

- 2. Project Analysis** **LH 10**
 - 2.1 Identifying Project Costs & Benefits
 - 2.2 Analysis of Project on: Technical, Market, Financial, Economic/Social, Institutional/Management and Environmental aspects
 - 2.3 Comparison of Financial and Economic/Social Cost-benefit Analysis
 - 2.4 Uncertainty, Risk and Sensitivity Analysis

- 3. Selection of Projects** **LH 10**
 - 3.1 Calculating Profitability (Using Appraisal Criteria)
 - 3.1.1 Discounting Techniques
 - 3.1.2 Non-discounting Techniques

- 3.2 Project Cash Flows
- 3.3 Financial Ratios
- 3.4 Cost Recovery
- 3.5 Social Analysis (SIA)
- 3.6 Environmental Analysis (EIA)

- 4. Project Implementation LH 10**
 - 4.1 Understanding Project Management and its Functions
 - 4.2 Organization and Structures of Project
 - 4.3 Organizing and Staffing the Project Office and Team
 - 4.4 Project Management Information Systems
 - 4.5 Net Work Analysis: PERT/CPM
 - 4.6 Project Control by: Financial Statement, Budgeting, Accounting & Inventory Management.
- 5. Project Monitoring & Evaluation (ME) LH 10**
 - 5.1 Concept of Project Monitoring & Evaluation
 - 5.2 Project Evaluation Methods Adopted by UN System Selected International Institutions -
UNIDO, OECD & World Bank
 - 5.3 ME System adopted by NPC/HMG Nepal

Basic Books

- 1. I. M. D. Little and J.A. Mirrless, *Project Appraisal and Planning for Developing Countries*. (Calcutta: Oxford and IBH Publishing Co., 1974)
- 2. J. Price Gittinger, *Economic Analysis of Agricultural Projects*. (Baltimore: John Hopkins University Press, 1982)
- 3. Prasanna Chandra, *PROJECTS Planning, Analysis, Selection, Implementation & Review*. (New Delhi: Tata McGraw-Hill Publishing Company Limited, 1995)
- 4. United Nations ACC Task Force on Rural Development, *Guiding Principles for the Design for Monitoring & Evaluation in Rural Development Projects and Programmes*. (Rome: IFAD, 1984)

Reference Books

- 1. David I. Cleland and William R. King, *Systems Analysis and Project Management*. (Singapore: McGraw-Hill International Book Company, 1975)

2. Digumarti Bhaskara Rao, *World Summit for Social Development*, (New Delhi: Discovery Publishing House , 1998)
3. Harold Kerzner, *Project Management: A Systems Approach to Planning, Scheduling and Controlling*. (Delhi: CBS Publishers & Distributors, 1987).
4. Peter Okalay, *Project with People*, (New Delhi: Oxford Publishing House, 1992).
5. *NPC/HMG/N Plan Documents*
6. *NPC/HMG/N IUCN Publications*
7. पुरुषोत्तम सुवेदी, अनुगमन तथा मूल्यांकन: निर्देशक सिद्धान्तहरु

Personnel Administration in Nepal

Course Title: Personnel Administration in Nepal

Course No.: HR 631

Full Marks: 50

*Nature of the Course: Specialization - Human
Resources Development Area*

Pass Marks: 20

Duration of the Course: 50 Lecture hrs.

Duration of the Class: 60 minutes

Course Objective

The course aims at acquainting the students with the 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 system in Nepal.

Course Contents

- 1. Introduction** **LH 8**
 - 1.1 The Concept of Personnel Administration
 - 1.2 Historical Development of Personnel Administration in Nepal
 - The Shah Period (1769 - 1845)
 - The Rana Period (1846 - 1950)
 - Period after 1951 to the Present time

- 2. Organization for Personnel Functions** **LH 8**
 - 2.1 Public Service Commission
 - 2.2 Ministry of General Administration (Central Personnel Agencies)
 - 2.3 Different Operating Agencies in Personnel Administration

- 3. Personnel Policies, Procedures and Problems** **LH 10**
 - 3.1 Classification of Services
 - 3.2 Recruitment, Selection, Orientation and Placement
 - 3.3 Training
 - 3.4 Performance evaluation and other reward system
 - 3.5 Promotion
 - 3.6 Compensation and other Benefits
 - 3.7 Service Conditions
 - 3.8 Conduct and discipline

- 4. Motivation and Morale** **LH 8**
- 4.1 Factors Affecting Motivation & Morale
- 4.2 State of Motivation in Civil Service
- 5. Recommendations of Various Commissions and their Implementation** **LH 8**
- 5.1 Buch Commission
- 5.2 A.R.P.C., 2013
- 5.3 A.R. Commission, 2025
- 5.4 A.R. Commission, 2032
- 5.5 A.R. Commission, 2048
- 6. Issues** **LH 8**
- 6.1 Demographic Composition
- 6.2 Ethics and Corruption
- 6.3 Other Contemporary Issues

Basic Books

1. घनानाथ ओझा, *कर्मचारी प्रशासन*. (काठमाडौं : पुस्तक संसार, २०५५)
2. पुरुषोत्तम ढकाल, *निजामति कितावखाना कर्मचारी अभिलेख र उपलब्धि*. (काठमाडौं : २०४४)

Reference Books

1. C. Strauss and L.B. Sayles, *Personnel*. (New Delhi: Prentice-Hall of India, 1977)
2. Mangal Krishna Shrestha, *Public Administration in Nepal*. (Kathmandu: Educational Enterprise Pvt. Ltd., 1975)
3. R. E. Finley, (ed.), *Man and His Job*. (Bombay: D.B. Taraporevala and Sons, 1970)
4. V.A. Pai Panandikar, *Personnel System for Development Administration*. (Bombay: Popular Prakashan, 1966)
5. Victor H. Vroom, *Work and Motivation*. (New Delhi: Wiley Eastern Ltd., 1978)
6. भीमदेव भट्ट, *निजामति सेवा, विचार विश्लेषण*. (काठमाडौं : २०४५)
7. मधुनिधि तिवारी, *निजामति सेवामा कर्मचारी प्रशासन बारे रा.प. का माननीय सदस्यहरुको दृष्टिकोण : एक विश्लेषण*. (काठमाडौं : २०४४)

Comparative Personnel Administration of SAARC Countries

Course Title: Comparative Personnel Administration
of SAARC Countries

Course No.: HR 632

Full Marks: 50

Nature of the Course: Specialization - Human
Resources Development Area

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 give the students a comparative knowledge of organizations, policies, issues, peculiarities and salient features of personnel administration system in SAARC countries.

Course Content

- 1. Overview of Comparative Personnel Administration** **LH 7**
 - 1.1 Meaning and significance of Comparative study of Personnel system on a Regional basis
 - 1.2 Scope of Comparative Personnel study

- 2. Structure of Personnel System** **LH 7**
 - 2.1 Career System in SAARC Countries

- 3. Staffing in SAARC Countries** **LH 7**
 - 3.1 Manpower Planning and Development
 - 3.2 Recruitment and selection of personnel at the Central Level in SAARC Countries.

- 4. Personnel Development** **LH 15**
 - 4.1 Comparative study of Training Policies and Programmes
 - 4.2 Compensation Plans
 - 4.3 Performance Evaluation System
 - 4.4 Retirement Benefits

- 5. Employee Collective Bargaining** **LH 10**
 - 5.1 Nature of Employee Organizations
 - 5.2 Code of Conducts for Public Servants
 - 5.3 Employee grievance Redressal system

6. **Regional Corporations at Personnel Policy Level** **LH 4**
6.1 Role of SAARC Secretariat in related Information Dissemination
6.2 Need for a Regional Centre for Personnel studies at SAARC Level

Basic Books

1. Brian Chapman, *Profession of Government*. (London: Allen and Unwin, 1965)
2. Felix Negro, *The New Public/Personnel Administration*. (New York: Peacock, 1977)
3. Ferrel Heady, *Public Administration: A Comparative Perspective*. (New Jersey: Prentice Hall, 1981)
4. Henrich Siedentopf (ed), *Public Personnel Management in Asian Civil Services*. (Germany: Konrad Adenauer Stiftung, 1983).
5. John Armstrong, *The European Administrative Elites*. (New York: Princeton University Press, 1978)
6. Robert T. Golembewski, *People in Public Service*

Reference Books

1. Michael Crozier, *The Bureaucratic Phenomenon*. (Chicago: Chicago University Press, 1974)
2. O. Glenn Stahl, *Public Personnel Administration*. (New Delhi : Oxford and IBH Publishing Co., 1962)
3. Personnel Systems in Indin, Relevant Issues of IIPA Journal, relevant Issues of Public Administration Journal from Pakistan, Bangladesh and Srilanka.
4. Civil Service Rules of SAARC Countries

Labour Policy and Administration in Nepal

Course Title: Labour Policy and Administration in Nepal

Course No.: HR 633

Full Marks: 50

Nature of the Course: Specialization - Human

Resources Development Area

Pass Marks: 20

Duration of the Course: 50 Lecture hrs.

Duration of the Class: 60 minutes

Course Objective

The purpose of this course is to give the students a general overview of the administrative, policy making and development functions involved in labour administration. The course also gives a broad perspective of the labour relations system in Nepal.

Course Contents

- 1. Labour Relations System** **LH 7**
 - 1.1 Concept, approaches and theories
 - 1.2 Major actors of LRS: LRS in Nepal
 - 1.3 Current scenario of labour relations in Nepal.

- 2. Labour Administration System** **LH 8**
 - 2.1 Role of the state in LRS
 - 2.2 Central labour administration — structure and functions of the Ministry of Labour and Department of Labour
 - 2.3 Regional labour administration
 - 2.4 Labour related development projects
 - 2.5 Labour administration services
 - 2.6 Labour inspection services.

- 3. Labour Policy and Legislation** **LH 12**
 - 3.1 Labour Policy
 - Concept and significance
 - Evolution of labour policy in Nepal
 - Adequacies and effectiveness of the existing labour policy.

 - 3.2 ILO
 - Its objectives and organization
 - International Labour Standards
 - ILS and labour policy in Nepal.

3.3 Labour Legislation

- purpose
- Major provisions of (i) the Labour Act, (ii) the Trade Union act, (iii) the Bonus Act, (iv) the Overseas Employment Act, and (v) the Industrial Training Act.

4. Labour Relations in Public Enterprises

LH 3

- 4.1 The actors
- 4.2 Nature of disputes
- 4.3 Collective bargaining;
- 4.4 Role of the DOL in dispute settlement, wages and facilities;
- 4.5 Major labour relations issues in public enterprises of Nepal.

5. Labour Disputes and their Settlement

LH 12

5.1 Disputes

- Concept
- Labour disputes in Nepal
- Major causes of disputes, their effects on the economy
- Methods of prevention and settlement of disputes
- Provisions of the Labour Act.

5.2 Workers' participation in management

- Concept
- Existing schemes in Nepal
- Major problems.

5.3 Collective Bargaining

- Concept
- Role of labour and management in collective bargaining,
- Collective bargaining practices in Nepal
- Problems and prospects.

5.4 Conciliation and Arbitration

- Concepts and practices in Nepal
- Role of labour officer as a conciliator
- Problems in conciliation.

5.5 Labour Court

- Concept and working of the labour court in Nepal, major issues.

6. Emerging Trends

LH 8

- 6.1 Issues related to labour policy and its implementation
- 6.2 Wage issues in labour relations
- 6.3 Privatization and labour relations
- 6.4 Multiplicity of unionism
- 6.5 Labour relations and development issues - child labour, labour engaged in rural/informal sector, social justice and productivity, social security and labour welfare

Basic Books

1. ILO, *Labour Administration: A Profile on Nepal*. (Kathmandu: the Office of the ILO Advisor)
2. Prem R. Pant and Narayan Manandhar (eds), *Industrial Relations in Nepal*. (Kathmandu: FNF and IRF, 1998)

Reference Books

1. Arun Monappa, *Industrial Relations*. (New Delhi: Tata-McGraw Hill)
2. J. I. Husband, *Labour Administration*. (New Delhi: Oxford and IBH Publishing Co)
3. Pramod Verma, *Management of Industrial Relation*. (New Delhi: Oxford and IBH Publishing Co)
4. Kanoon Byabastha Samiti, *the Labour Act, the Trade Union Act, the Bonus Act, the Overseas Employment Act, and the Industrial Training Act*. (Kathmandu: Kanoon Byabastha Samiti)

Human Resource Development

Course Title: Human Resource Development

Course No.: HR 634

Full Marks: 50

*Nature of the Course: Specialization - Human
Resources Development Area*

Pass Marks: 20

Duration of the Course: 50 Lecture hrs.

Duration of the Class: 60 minutes

Course Objective

The objective of this course is to orient the students in the field of human resource planning and development, particularly on the problems of production and supply of competent human resource. This course aims to familiarise the students with the techniques and trends of the field with the focus on the existing realities of the same in the developing countries.

Course Contents

- 1. Introduction** **LH 6**
 - 1.1 Concept of Human Resource planning/Management and development
 - 1.2. Need and Importance of HRD.
 - 1.3. HR policy and Human resource Planning.

- 2. Manpower Planning Organization and Process** **LH 6**
 - 2.1. Organization and Structure HRP
 - 2.2. Training and development of HR in changing Technology
 - 2.3. Relationship of Manpower planning to development plans

- 3. Development, Utilization and Maintenance of Human Resource** **LH 15**
 - 3.1. Building a strategy of Human Resource Development: Steps & Processes
 - 3.2. Utilization and Maintenance of HRD
 - 3.3 Utilization of HRD in economic Development of under developed countries.
 - 3.4. Manpower Control
 - 3.5. Information for Manpower Planning.

- 4. Problems of Human Resource Administration** **LH 17**
 - 4.1. Problems related to Labour Force distribution & Migration

- 4.2. Problems related to acquisition of skilled labour in rural areas
- 4.3. Problems related to utilization of Redundancy Manpower
- 4.4. Problems related to preservation and utilization of High-level Manpower
- 4.5. Issues in Human Resource Development

5. Forecasting of Manpower Requirements

LH 6

- 5.1. Techniques of Manpower Projection
- 5.2. Requirements by Industry and Occupation
- 5.3. Estimation of Training Needs

Basic Books

- 1. B. L. Mathur, *Human Resources Development: Strategies Approaches and Experiences*. (Jaipur: Arihant Publishers, 1995).
- 2. Chris Hendry, *Human Resources Management a strategic Approach to Employment*. (Oxford: Butterworth-Heinemann Ltd., 1995).
- 3. David A. DeCenzo and Stephen P. Robbins, *Personnel/Human Resource Management*. (New Delhi: Prentice-Hall of India Pvt. Ltd., 1995).
- 4. John Bramhan, *Practical Manpower Planning*. (1982)
- 5. M. M. Mehta, *Human Resources Development Planning*. (Delhi: The Macmillan Company of India, 1976)
- 6. Margerison and Ashton, *Planning for Human Resources*. (London: Longman, 1974)
- 7. R. Jayagopal, *Human Resource Development: Conceptual Analysis and Strategies*. (New Delhi: Sterling Publishers, 1992)
- 8. Wayne F. Cascio, *Managing Human Resources*. (New York: McGraw-Hill, Inc., 1992)

Reference Books

- 1. Frederick Harbison and Charles A. Myers, *Education, Manpower, and Economic Growth*. (New Delhi: Oxford L& IBH Publishing Co., 1974)
- 2. Gordon McBeath, *Organization and Manpower Planning*. (London Business Book Ltd., 1974)
- 3. Manav Thakur, *Manpower Planning in Action*, (1975)
- 4. *Manpower, Promoting Employment and Reducing Poverty*. (Proceedings of the Seminar on Employment Growth, prepared in U.S.

Dept. of labour, Manpower Administration, International Manpower Institute).

5. Nadler, *Developing Human Resources*. (Texas, Gulf Publishing, 1970)
6. Publications of Planning Commission and other concerned agencies in Nepal.

Budgeting

Course Title: Budgeting

Course No.: PF 641

Full Marks: 50

*Nature of the Course: Specialization - Public
Finance Area*

Pass Marks: 20

Duration of the Course: 50 Lecture hrs.

Duration of the Class: 60 minutes

Course Objective

The objective of the course is to provide the students with basic knowledge of budgeting in Nepal and to develop in them basic knowledge or skills required to formulate, analyse, examine and evaluate the budget both in public and private sectors.

Course Contents

- 1. The Concept** **LH 10**
 - 1.1 Meaning & Evolution of Budgeting
 - 1.2 Objectives of Budgeting
 - 1.3 Role and Importance of Budgeting
 - 1.4 Elements of Budgeting
 - 1.5 Budget classification and its types
 - 1.6 Difference between traditional and modern budget practices.
 - 1.7 Budget cycle

- 2. Approaches to Budgeting** **LH 8**
 - 2.1 Traditional Budgeting
 - 2.2 Programme Budgeting
 - 2.3 Planning programming and Budgeting System (PPBS)
 - 2.4 Zero Base Budgeting

- 3. Budgeting in Nepal** **LH 8**
 - 3.1 Evolution of Budgeting practices in Nepal
 - 3.2 Constitutional provisions
 - 3.3 The concept and practices of Regular Development Budgets and budget Preparation practices adopted by HMG agencies
 - 3.4 Consolidation of estimates by Ministry of Finance and Planning Commission
 - 3.5 Budget presentation in the parliament
 - 3.6 Enacting appropriation bill and finance bill (विनियोजन विधेयक र अर्घ विधेयक)

4. Budget Execution

LH 8

- 4.1 Budget Release practices
- 4.2 Role & Functions of Comptroller General Office
- 4.3 Role & Functions of District Treasury Office in executing Budget
- 4.4 Role & Accountability of Line agencies in executing Budget
- 4.5 Methods applied in executing Regular and Development Budgets
- 4.6 Treasury Administration & its operation

5. Post Budget Practices

LH 8

- 5.1 Role of Treasury Office in budget control
- 5.2 Preparation of Final Audit by the Auditor General's Office
- 5.3 Scrutiny of Report by the Public Account Committee in the House of Representatives of the parliament .
- 5.4 Presentation of report in the parliament

6. Problems and Prospects

LH 8

- 6.1 Strength and weaknesses of Present Budgeting practices
- 6.2 Alternatives to overcome those problems
- 6.3 Policies involved in different stages of Budget preparation, execution and evaluation

Basic Books

1. Jesse Burkhead, *Government Budgeting*. (New York: , 1976)
2. बाल गोविन्द बिष्ट, *सरकारी बजेट : सिद्धान्त र व्यवहार*. (काठमाडौं: लाली गुरांस प्रकाशन, २०)
3. बाल गोविन्द बिष्ट र सत्य नारायण श्रेष्ठ, *नेपालमा सरकारी बजेट लेखा प्रणाली (लेखा परीक्षण सहित)*. (काठमाडौं: लाली गुरांस प्रकाशन, २०)

Reference Books

1. Bahadur Murao, *Budgeting*. (Minakshi Prakashan)
2. HMG Revenue Administration Training Centre, *Budget in Nepal*. (Lalitpur: HMG Revenue Administration Training Centre, 19)
3. K.C. Handa, *Programme and Performance Budgeting*. (New Delhi: 1979)
4. आर्थिक प्रशासन सम्बन्धि नियमहरू
5. नेपाल अधिराज्यको संविधान २०४७, भाग १० र १३

Accounting System in Nepal

Course Title: Accounting System in Nepal

Course No.: PF 642

Full Marks: 50

*Nature of the Course: Specialization - Public
Finance Area*

Pass Marks: 20

Duration of the Course: 50 Lecture hrs.

Duration of the Class: 60 minutes

Course Objectives

The objectives of this course is to familiarise the students with the governmental accounting and financial controlling system in Nepal.

Course Contents

1. Fundamental Concept

LH 10

- 1.1 A review of the Fundamental Principles of Accounting
- 1.2 Governmental Accounting - Features, objectives, importance and scope
 - Accounting Standard for Governmental Unit
 - Difference between Commercial and Governmental Accounting
- 1.3 Budgetary Accounts - Introduction, importance for accounting, budgetary account for revenue and appropriation
- 1.4 Fund Accounting System for Governmental Unit - Concept of fund, types of Governmental fund, Accounting procedures for different fund

2. Accounting System in Nepal

LH 8

- 2.1 Overview of Financial Administration of HMG
Financial Procedures laid down in Constitutions of Kingdom of Nepal
Legal Acts and provisions applicable to HMG Financial Administration
HMG Financial Administration Procedures
Finance Bill and Appropriation Bill
- 2.2 Historical perspective of Accounting System in Nepal
- 2.3 Present Accounting System - introduction, features, objectives, importance, strengths and weaknesses, Types and Natures of Forms used

- 2.4 Principles involved in HMG Accounting System
- 2.5 Accounting Process of HMG
- 2.6 Procedures of HMG Accounting System for
 - a. Expenditure Account
 - b. Revenue Account
 - c. Public Work Account
 - d. Property Account
- 2.7 Reporting Systems of Financial Performance in HMG Accounting
- 2.8 Control Mechanism Used at Present Accounting System

- 3. Role and Functions of HMG Accountant LH 6**
 - 3.1 Expending Office and Accountant
 - 3.2 Role, Function and Duties of HMG Accountant
 - 3.3 Legal Provisions regarding Accountant's Function and Role
 - 3.4 Co-ordination between different agencies

- 4. Organization for Financial and Accounting LH 7**
 - Controlling Agencies**
 - 4.1 Ministries and Constitutional Body
 - 4.2 Office of Comptroller General - introduction, functions, duties and responsibilities
 - 4.3 District Treasury and Account Control Office - functions, duties and responsibilities
 - 4.4 Office Head -Duties and responsibilities regarding financial administration
 - 4.5 Public Account Committee - functions, duties and responsibilities

- 5. HMG Accounting and Information System LH 6**
 - 5.1 Information System - Meaning, flow of information
 - Financial Reporting - objectives, need and importance
 - Analysis of Financial Statements
 - 5.2 Importance of Accounting for Information System
 - 5.3 Nature of Information Provided by Accounting
 - 5.4 Need for Developing and Coordinating between Information System and Accounting

6. Rules and Regulations regarding Government Expenditures and Accounting

LH 8

- 6.1 Legal provisions regarding spending government funds
- 6.2 Legal Provisions regarding maintenance of accounts
- 6.3 Financial rules and regulations of the HMG
- 6.4 Role of Comptroller General Office in controlling and maintaining -
HMG Accounting system, and
HMG Financial Rules and Regulations

- 6.5 Role of Auditor General's Office in controlling and maintaining -
HMG Accounting system, and
HMG Financial Rules and Regulations

7. Loan Account and Central Account of HMG

LH 5

- 7.1 Loan account - I.D.A., A.D.B. and other agencies
- 7.2 HMG account in Nepal Rashtra Bank
- 7.3 Central account of HMG - Revenue and Expenditures
- 7.4 Reconciliation between HMG Central Account with Nepal Rashtra Bank account

Basic Books

1. माणिक लाल प्रधान र एस. पी. मुनकर्मि, श्री ५ को सरकारको श्रेष्ठा प्रणाली. (काठमाडौं: एजुकेशनल ईण्टर्प्राईजेज, २०५५)
2. लेखा सम्बन्धी विभिन्न ऐन नियमहरू
3. आर्थिक ऐन नियमहरू

Reference Books

1. नेपाल अधिराज्यको संविधान २०४७
2. प्रतिनिधि सभा तथा राष्ट्रिय सभा कार्यविधि नियमावलि, २०
3. कोष तथा लेखा नियन्त्रक कार्यालयको निर्देशिका, २०५४
4. जिन्सी श्रेष्ठाको सार पुस्तिका, २०३२
5. E. John Larsen, , *Modern Advanced Accounting*, 5th ed. (New Delhi: McGraw-Hill Inc., 1992)

Auditing in Nepal

Course Title: Auditing in Nepal

Course No.: PF 643

Full Marks: 50

*Nature of the Course: Specialization - Public
Finance Area*

Pass Marks: 20

Duration of the Course: 50 Lecture hrs.

Duration of the Class: 60 minutes

Course Objective

The objective of this course is to acquaint the students with the general knowledge on auditing practices of His Majesty's Government of Nepal along with the stateowned enterprises. After completion of this course the students will have a fair knowledge on the current methods of practices of auditing adopted by His Majesty's Government of Nepal.

Course Contents

1. Introduction

LH 12

- 1.1 General concepts, Meaning and Scope
- 1.2 Types of Auditing
 - Compliance audit
 - Financial audit or Financial related audit
 - Performance or value for money audit
- 1.3 Need and importance of auditing
- 1.4 Historical perspective of auditing
 - The Rana period 1846 - 1950
 - The period after 1950 to the present time
- 1.5 Strength and weaknesses of present auditing system

2. Audit of Government Accounts (with special reference to Nepal)

LH 15

- 2.1 Special features of Government auditing
- 2.2 Preliminaries before starting an audit (Audit plan)
- 2.3 Internal audit
 - Meaning and Importance of an internal audit
 - Role of concerned Ministries and Departments
 - Role of Comptroller General Office
 - Role of District Treasury Office

- 2.4 Final audit
 - Final Audit and its Role and Functions
 - Rights and duties of Auditor
- 2.5 Methods involved in Auditing the HMG Account
 - Expenditure Audit
 - Revenue Audit
 - Property Audit
- 3. The Responsibility of Auditor General in the preparing Auditors Report and Processes of its Approval LH 8**
 - 3.1 The Right, Duties and Responsibility of Auditor General
 - 3.2 Contents of Audit Report
 - 3.3 Procedures to submit Auditor General's Report to His Majesty the King
 - 3.4 The Role and Functions of the Public Account Committees of Parliament in assessing and evaluating the Auditor General's Report
 - 3.5 Methods of handling the discrepancies and irregularities as appeared in the Auditor's Report
- 4. Audit of Public Sector Enterprises (with special reference to Nepal) LH 8**
 - 4.1 Special features of audit in Public Sector Enterprises
 - 4.2 The Objection of an audit in present situation Public Sector Enterprises
 - 4.3 Difference between the Government Audit and Public Sector Enterprises Audit
 - 4.4 Delegation of power by the Auditor General Office in Auditing the Public Sector Enterprises
 - 4.5 Problems in Public Sector Enterprises Auditing
 - 4.6 Remedies to overcome the stated problems
- 5. Acts and Laws (Nepalese Concept) LH 7**
 - 5.1 Legal provision made for Auditing in Nepal
 - 5.2 Acts, Laws, By-laws and Regulations pertaining to Government Accounting
 - 5.3 Acts, Laws, By-laws and Regulations pertaining to Public Sector Enterprises
 - 5.4 Strength and Weaknesses of various Acts, Laws and By-laws

Basic Books

1. Basudev Lamichhane, *Auditing*. (Kathmandu:)
2. Ram Babu Nepal, *Performance Auditing Concept & Practice*. (Kathmandu:)

Reference Books

1. आर्थिक ऐन नियम संग्रह, २०५३ (आर्थिक प्रशासन सम्बन्धि ऐन नियमहरु)
2. महालेखा परीक्षकको वार्षिक प्रतिवेदन. गत ३ वर्षको ।
3. लेखा परीक्षण पत्रिकाहरु (महालेखा परीक्षकको विभागबाट प्रकाशित)

Tax Administration in Nepal

Course Title: Tax Administration in Nepal

Course No.: PF 644

Full Marks: 50

*Nature of the Course: Specialization - Public
Finance Area*

Pass Marks: 20

Duration of the Course: 50 Lecture hrs.

Duration of the Class: 60 minutes

Course Objective

The objective of this course is to acquaint the students with a comprehensive knowledge about the Tax Administration system in Nepal along with different aspects of Tax Administration and Tax Laws of Nepal

Course Contents

- 1. Introduction** **LH 8**
 - 1.1 Definition and concept of Taxation
 - 1.2 Salient features of Taxation as mentioned in the Constitution of Nepal
 - 1.3 Historical Development of Taxation in Nepal

- 2. Sources and Structure of Taxation in Nepal** **LH 12**
 - 2.1 Value Added Tax
 - 2.2 Customs
 - 2.3 Income Tax
 - 2.3.1 Personal Income Tax
 - 2.3.2 Corporate Tax
 - 2.3.3 Remuneration Tax

 - 2.4 Urban House and Land Tax
 - 2.5 Registration Fee
 - 2.6 House Rent Tax
 - 2.7 Other Taxes

- 3. Tax Assessment and Collection** **LH 12**
 - 3.1 Methods of Income Tax Assessment
 - a. Income Assessment
 - 3.1.1 Summary Assessment
 - 3.1.2 Best Judgement based Assessment
 - 3.1.3 Assessment based on book of Accounts

3.1.4 Self Assessment

b. Income Tax Assessment

- 3.2 Assessment of Urban House and Land Tax
- 3.3 Assessment of VAT
- 3.4 Assessment of Remuneration Tax
- 3.5 House Rent Tax
- 3.6 Assessment of other Taxes
- 3.7 Tax collection procedures

4. Income Tax Administration

LH 12

- 4.1 Tax Authorities, Ministry, Departments and Field Offices
- 4.2 Rights and Duties of Tax Officer and Tax Payer
- 4.3 Administrative procedure for paying Tax
- 4.4 Tax Deduction at Source and Presumptive Tax
- 4.5 Role of Investigation, monitoring and Tax audit
- 4.6 Training and Development of Tax personnel
- 4.7 Problems of Tax Administration and their remedies

5. Income Tax Laws

LH 6

- 5.1 Legal provisions
- 5.2 Fine and penalty of defaulters
- 5.3 Methods of appealing in the Court

Basic Books

1. Rup Khadka, *Vat: Its Relevancy to Nepal*. (Kathmandu: Ratna Pustak Bhandar, 2054).
2. S.K.Singh, *The Fiscal System of Nepal* (Kathmandu: Ratna Pustak Bhandar, 1977).
3. नारायणराज तिवारी, नेपालमा आयकर व्यवस्था
4. आयकर ऐन, २०३१ र आयकर नियमावली २०३१
5. घरजग्गा कर ऐन, २०१९ र घरजग्गा कर नियमहरू २०२०
6. सवारी साधन कर ऐन, २०३१ र नियमावली २०३४
7. मूल्य अभिवृद्धि कर ऐन र नियमावली

Reference Books

1. बहाल कर ऐन
2. आर्थिक ऐनहरु
3. सम्बन्धि परिपत्र संग्रहहरु एवं विभाग तथा मू.अ.क. विभागका सम्बन्धि प्रकाशनहरु
4. Books on VAT
5. कमलदीम ढकाल, *आयकर तथा*
6. उत्तमलाल जोशी, नेपालको प्रत्यक्ष कर प्रणाली
7. मंगलकृष्ण श्रेष्ठ, नेपालमा आयकर र पुनरावेदनको व्यवस्था
8. रुपबहादुर खड्का, बिक्रिकर व्यवस्थामा सुधार
9. नेपाल अधिराज्यको संविधान, भाग १०

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