

MPA 501 FUNDAMENTALS OF PUBLIC ADMINISTRATION

1. Introduction to Public Administration 8LH

- 1.1 Concept and Scope of Public Administration
- 1.2 Distinct Features of Public Administration
- 1.3 Public Administration as a Multi-disciplinary approaches: Political, Managerial and Legal to Public Administration

2. Evolution of the study of Public Administration 10LH

- 2.1 Politics – administration Dichotomy
- 2.2 Principles of Public Administration
- 2.3 New Public Administration
- 2.4 ~~New Public Management~~/Postmodern approaches
- 2.5 ~~New Public Service~~

3. Organization Theory 10LH

- 3.1 Organization Structure and Processes
- 3.2 Classical Approach: Bureaucratic and Scientific Management
- 3.3 Neo-Classical Approach: Human Relation Approach
- 3.4 Institutional perspective/Cultural perspective

4. Decision-Making in Public Administration Theory

- 4.1 Process, theories and techniques, Decision-cycle, Operational decision-making
- 4.2

5. ~~Resend Trends in Public Administration~~ Politics and Administration

- ~~5.1 Research and New Trends in Public administration~~
- ~~5.2 Case Study in Public Administration~~

Reading Materials

Basic Reading:

Denhardt, Janet V. and Denhardt, Robert B. (2007). *New Public Service*, New York: M.E. Sharpe.

Lane, Jan-Erik (2000). *The Public Sector: Concepts, Models and Approaches*, London: SAGE Publication Ltd.

Rosenbloom, and Cravchuk (2005).

Rainey, Hal G. (2009). *Understanding and Managing Public Organizations*, New York: Jossey-Bass.

Supplementary Reading: Nepalese Publications

MPA 502 DEVELOPMENT MANAGEMENT

1. Concept, meaning and nature of Development,

Dimensions of development,

Development and growth

Endogenous vs. exogenous development efforts

Concept of development administration and Development management

~~Shift from development administration to development management~~

2. Approaches

Bureaucratic model

Comparative Public Administration (CPA)

Prismatic-sala-model

Decentralization: transfer of planning, resource management, and power and authority

People's participation

Public Private Partnership model

3. Institution-building

Concept of organization and institution, Institution building model

Role of different actors like central/local government, donor agencies, political parties, private sector and civil societies for institution building

Nation and nation building, state building and Social change

4. Development plan and implementation

Concept of development planning (Macro, meso & micro-planning) and resource base and resource mobilization

Inter-relations between planning and project

~~Resource base and resource mobilization~~

~~Projects and its aspect~~

5. Essentials Capacity of development management

Training management

Administrative reform

Human resource development

Human development

References

- Bhatta, BD(1998) *Development Management*, Kathmandu: Abhasdev Bhatta.
- Chatterjee, S.K.(1996) *Development Administration*, Delhi: Surjeet Publication.
- Faisal S.A., Al salem(1977) *The ecological dimensions of development administration*, New Delhi: Associated Publishing house.
- Heady, F.(1996) *Public Administration: A comparative Perspective*, Englewood Cliffs: Prentice-Hall.
- Hope, KR(19984) *The dynamics of development and development administration*, Westprt: Greenwood Press.
- Paudel, NR)2014) *Development management*, Kathmandu: Srijana Pahari.
- Poudyal, M.P.(1991) *Public administration and nation building in Nepal*, New Delhi: National Book Organization.
- Sapru, RK(2003) *Development administration*, New Delhi: Sterling Publisher Pvt. Ltd.
- Turner, Mark & Humle, David (1997) *Governance, Administration, Development: Making the state work*,. England: Macmillan Press

MPA 503 HUMAN RESOURCE MANAGEMENT (HRM)

Course Title: Human Resource Management (HRM)

Nature of the course: Core

Course No.:

Duration of the course: 48 Lecture hrs.

Credit: 3

Course Objective:

This course exposes students to selected themes and topics that prove pivotal in public human resource management. This course presents the principles of public human resource management with a view the students will be able to understand and make an in-depth analysis and application of human resource issues.

1. The Context of Human Resource Management in Public

Sector: LH8

1.1 Concept of HRM

1.2 Evolution of HRM in Public Sector

1.3 Public Sector HRM and Strategic Human Resource Management (SHRM)

1.4 ~~Characteristics and~~ Functions of public Sector HRM

2. Acquisition of Public Sector Human Resources:

LH8

2.1 HR Planning (Role and Functions of Recruitment Agencies)

2.2 Job design: Job Analysis, Job Description, Job specification

2.4 Recruitment, Selection & Placement

2.5 Orientation and Socialization

3. Development of Human Resources:

LH6

3.1 Employee Training

3.2 Performance Evaluation / Appraisal

3.3 Career System

4. Maintenance of Human Resources:

LH16

4.1 Guidelines for motivation

4.2 Compensation

4.3 Discipline and dismissal

4.3 Grievance handling

5. Challenges in Public Sector HRM:

LH 10

5.1 Managing Diverse Workforce

5.2 Unionism and Collective Bargaining

5.3 Issues, Opportunities, and Challenges in working with human resources (Term paper to be submitted)

Basic Reference:

Armstrong, M, (1990), *A hand book of Human Resource Management Practice*, New Delhi: Aditya Books.

Armstrong, M, (1992), *Human Resource Management Strategy & Actions*, London: Kogan.

Aswathapa, K. (2003) *Human Resources Management*, New Delhi: Tata McGraw Hill.

Decenzo, A. David & Robbins, SP (1998), *Human Resource Management*, New Delhi: Prentice-Hall.

Decenzo, A. David & Robbins, SP (2005), *Fundamentals of Human Resource Management*, New Delhi: John Wiley

Dessler, G. (2002), *Human Resource Management* (9th Ed.) USA: Pearson College Div.

Wendell, F. (1994), *Human Resources Management*, Chennai: All India Publishers and Distributors.

Werther, W. B. and Keith, D. (1993), *Human Resources & Personnel Management*. New York: Mc Graw Hill.

York, K. M. (2009), *Applied Human Resource Management: Strategic, Issues and Experimental Exercise*. Thousand Oaks, CA: Sage Publications.

Flippo, E. B. (1984), *Personnel Management*, New York: McGraw Hill.

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

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

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

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

Supplementary Readings:

Agrawal, G. R. (2011), *Dynamics of Human Resource Management in Nepal*. Kathmandu: M. K. Publishers.

Pant, P. R. and Manandhar, N. (1998), *Industrial Relation in Nepal*. A Book of Readings, Kathmandu: Industrial Relations Forum.

Shrestha K. N. (1998), *Human Resource Management*, Kathmandu: Navin Prakasan.

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

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

UN World *Public Sector Reports*.

MPA 504 PUBLIC FINANCE

Course No.: PA 640

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

Course Contents

1. Introduction to Public Finance LH 10

- 1.1 Concept, nature and scope of Public Finance
- 1.2 Fiscal policy and its role in economic development
- 1.3 Functions and Role of Fiscal Policy: Allocation, Distribution and Stabilization

2. Public Revenue LH 10

- 2.1 Concept of Public Revenue
- 2.2 Cannon of Taxation
- 2.3 Principles of Taxation: Benefit Principle and Ability to Pay Principle)
 - 2.4 Characteristics of Effective Tax System
 - 2.5 Taxation and Economic Development Tax Administration Revenue administration

3. Public Expenditure LH 10

- 3.1 Concept, structure and principles of Public Expenditure
- 3.2 Pattern of Public Expenditure
- 3.3 Public Expenditure Framework Analysis (PEFA)

4. Public Debt LH 8

- 4.1 Concept and Need of Public Debt
- 4.2 Sources and Structure of Public Debt

- 4.3 Burden of Public Debt
- 4.4 Principles of Debt Management

5. Budgeting

LH 10

- 5.1 Concept of Government Budgeting
- 5.2 Theories of Budgeting:
 - Classical Concepts of Budgeting
 - Modern Concepts of Budgeting
- 5.3 Types of Budgeting
- 5.4 Process of Government Budgeting in Nepal
- 5.5 Mid-term Evaluation Framework (NPC Publication/World Bank)

Basic Books

Andley and Sundaram, *Public Economics and Public Finance*. New edition
B.P. Tyagi, *Public Finance*. (New Delhi: Jaya Prakashan Co., New edition)
H.L.Bhatia, *Public Finance*. (New Delhi: Vikash Publications, New Edition)
S.K. Singh (1991), *Public Finance in Developed and Developing Economies*, S.Chand & Co.,New Edition
Hyman David, N. (2005), *Public Finance*, Thomsan, Austrilia
Musgrave, Richard A. (1959), *The Theory of Public Finance, A Study in Public Economy*, McGRAW HILL KOGAKUSHA, LTD.
Due and Friedlaender, *Government Finance: Economics of Public Sector*. (Illinois: Richard D.Irwin, New edition)
Musgrave and Musgrave, *Public Finance in Theory and Practice*. (Tokyo: McGraw-Hill Kogakusha, New edition)

MPA 505 LOCAL GOVERNANCE

Prepared by
Prof. Dr. Govind Prasad Dhakal
Subash Sharma

Course Objectives

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

Unit I: Concept of Local Governance

LH 8

1. Concept of Local Governance and Governments
2. Evolution of LG in Nepal and its Changing Perspectives
3. Features of LGs
4. Federalism and LGs
5. Contemporary issues in LGs

Unit II : Classification of LG

LH

10

1. Basis of classification of local governments
2. Roles and responsibilities of local governments
3. Need and Importance of LGs
4. Central Local Relationship

Unit III: Local Planning and Resource Mobilization

LH 10

1. Meaning and concept of Local Planning
2. Process or steps of local planning
3. Resource and resource planning
4. Participatory Planning
5. Rural Urban Partnership

Unit IV: Human Resource Management (HRM) System in LGs

LH

10

1. Concept of HRM in local government system
2. Process and functions of HRM System in local governments
3. Existing Practice of HRM system in local governments
4. Issues and challenges in LG's HRM system in Nepal

Unit V Financial System in Local Governments and partnership

LH 10

1. Concept of Local Finance

2. Bases of finance in LGs
3. Sources of Local Finance
4. Roles and responsibilities of Local Finance Commission
5. Institutional partners of Local Governance System
6. Mode and methods of Partnership local development
7. Constrains for Public private partnership in local development

References

- Jayal Prakash Sharma () *Local Governance in India*
 -----Hand book of Local Governments
- Ostrom, Bish amd Ostrom *Local Government in the United Nations*
- LR Baral, K Hachhethu & K Khanal (2004). *Local Leadership and Governance*. India: Adroit Publishers.
- Politics and Leadership in Municipal Government
 Tulsinarayan Shrestha, Decentralization and Local Government, Ranta Pustak
 Bhandar: Kathmandu
- Rabindra Khanal (2008). *Local Governance in Nepal : Democracy at Grassroots*.
 Lalitpur: Smriti Publication.
- MA Muttalib & MA Ali Khan(1982), Theory of Local Government, Sterling
 Publishers Private Limited: New Delhi
- Ghanashyam Bhattarai. *History of Nepalese Administration*. New Delhi: Adroit
 Publishers
- BC Rai (1979). *Local Government*. Lucknow, India: Prakashan Kendra.
- Ivor H. Selly (1978). *Local Government Explained*. London: The Macmillan Press
 LTD.
- Somlal Subedi. *Decentralization and Local Fiscal Management*. Kathmandu:
- Dennis A. Rondinelli & G Shabbir Cheema (2003). *Reinventing Government for
 21st Centrury*. USA: Kumarian.
- Ravindra Kaur (1995). *Urban Rural Relations*. India: Anmol Publishers.
- Damodar Adhikari (2006). *Towards Local Democracy in Nepal*. Spring Publishers.
- Alan K Campbell & Roy W. Bahl (1976). *State and Local Government*. Macmillian
- John Bourn (1979). *Management in Central and Local Government*. Pitman
 Publishers
- NP Hepworth (1972). *The finance of Local Government*. George Allen & Unwin.
- V. Venkata & Niru Hazarika (1980). *Local Self Government in India*. India: S Chand
 & Company Ltd.)
- SR Nigam (1975). *Local Government*. India: S Chand & Company
- SR Maheshwari (1984). *Local Government in India*. India: Lakshimi Narayan
 Agrwal.

- AH Marshall (1974). *Financial Management in Local Government*. George Allen & Unwin
- Government of Nepal (1999). *Local Self-governance Act, 2055*. Kathmandu: Law Books Management Board.
- Sharma Subash & Acharaya Basant (2011). *Local Self Governance: Principle and Practice*. Kathmandu: Archana & jamuna Aryal.
- George Aderson (2007). *One Introduction of Federalism*. Kathmandu: UNDP
- Panta Siddha Raj(2003). *Public Private Partnerships*. Kathmandu: Siddha Raj Pant.
- Hagen, Toney (2010). *Decentralization and Development: The Role of Democratic Principles*. Kathmandu: Ratna Pustak Bhandar.
- Sharma, Subash (2013). *Public Private Partnership in Solid Waste Management: A Case Study of Kathmandu Metropolitan City Office*. (An unpublished dissertation). Kathmandu: Central Department of Public Administration.
- Shrestha, Prakash (2013). *Local Government Capacity in Nepal : A Case Study of Human Resource Dimension in Kathmandu Metropolitan City Office*. (An unpublished dissertation). Kathmandu: Central Department of Public Administration.
- Maddick, Henry (1975). *Democracy, Decentralization and Development*. New Delhi: Asia Publishing House.