

**Department of Public Administration  
University of Dhaka**

**Approved Syllabus for BSS (Honours) and MSS Programme under the Semester System**

**B.S.S. (Honours)**

Under the new semester system, the proposed course structure and syllabus for BSS (Honours) degree will be as follows:

<b>Course Number</b>	<b>Course Title</b>	<b>Total Marks</b>	<b>Credit Hours</b>
<b>1<sup>st</sup> Semester</b>			
PA 111	Introduction to Public Administration	100	4
PA 112	Fundamentals of Management	100	4
PA 113	Fundamentals of Economics	100	4
PA 114	Fundamentals of Sociology	100	4
<b>2<sup>nd</sup> Semester</b>			
PA 121	Introduction to Politics and Government	100	4
PA 122	Introduction to Bangladesh Public Administration	100	4
PA 123	Local Government and Decentralization	100	4
PA 124	Rural Development	100	4
<b>Total</b>	<b>8 courses</b>	<b>800</b>	<b>32</b>

<b>Course Number</b>	<b>Course Title</b>	<b>Total Marks</b>	<b>Credit Hours</b>
<b>3<sup>rd</sup> Semester</b>			
PA 211	Introduction to Political Economy	100	4
PA 212	Human Resource Management	100	4
PA 213	Urban Development and Governance	100	4
PA 214	Human Resource Management in Bangladesh Public Service	100	4
<b>4<sup>th</sup> Semester</b>			
PA 221	Governance and Leadership	100	4
PA 222	Management of NGOs and Social Entrepreneurships	100	4
PA 223	Gender, Administration and Development	100	4
PA 224	Public Financial Administration and Management	100	4
<b>Total</b>	<b>8 courses</b>	<b>800</b>	<b>32</b>

Course Number	Course Title	Total Marks	Credit Hours
<b>5<sup>th</sup> Semester</b>			
PA 311	Basic Concepts of Social Research	100	4
PA 312	Project Management	100	4
PA 313	Environment, Disaster and Risk Governance	100	4
PA 314	Civil Rights, Judicial and Regulatory Administration in Bangladesh	100	4
<b>6<sup>th</sup> Semester</b>			
PA 321	Management of Banks and Financial Institutions	100	4
PA 322	Managing Public Private Partnerships	100	4
PA 323	Qualitative Research Methods	100	4
PA 324	Administrative Law and Ethics	100	4
<b>Total</b>	<b>8 courses</b>	<b>800</b>	<b>32</b>

Course Number	Course Title	Total Marks	Credit Hours
<b>7<sup>th</sup> Semester</b>			
PA 411	Introduction to Public Management	100	4
PA 412	Performance Management: Theory and Practice	100	4
PA 413	International Trade, Protection and Negotiation	100	4
PA 414	Quantitative Research	100	4
<b>8<sup>th</sup> Semester</b>			
PA 421	Managing Innovation and Change in Public Sector	100	4
PA 422	Introduction to Public Policy	100	4
PA 423	Research Monograph	100	4
	Viva-Voce* and Comprehensive (50+50)	100	4
<b>Total</b>	<b>8 courses</b>	<b>800</b>	<b>32</b>

\*Viva-voce will be held in each semester after the final examination. The distribution of marks will be

First Semester-Sixth Semester	(5 marks each semester 5X6=30)
Seventh Semester	10
Eighth Semester	10
<b>Total:</b>	<b>50</b>

### Summary of the Proposed Course Curriculum

Semester	Number of Courses	Total marks	Earned Credits
One	4	400	16
Two	4	400	16
Three	4	400	16
Four	4	400	16
Five	4	400	16
Six	4	400	16
Seven	4	400	16
Eight	2	200	8
	Research monograph	100 (Monograph=75 Midterm=25)	4
	Viva-voce and Comprehensive	100 (50+50)	4
<b>Total</b>	<b>30 courses+ research monograph+ viva- voce and comprehensive</b>	<b>3200</b>	<b>128</b>

### MSS Final Year

Course Number	Course Title	Total Marks	Credit Hours
<b>1<sup>st</sup> Semester</b>			
PA 511	Public Administration: Theories and Debates	100	4
PA 512	Development Theories and Administration	100	4
PA 513	Organizational Behaviour	100	4
PA 514	Contemporary Issues and Problems of Public Administration in Bangladesh	100	4
<b>2nd Semester</b>			
PA 521	Classics in Governance and Public Administration	100	4
PA 522	Comparative Public Administration	100	4
PA 523	Public Policy Analysis	100	4
	Viva-Voce* and Comprehensive (50+50)	100	4
<b>Total</b>	<b>8 courses</b>	<b>800</b>	<b>32</b>

## **1<sup>st</sup> Semester**

### **PA 111: Introduction to Public Administration**

This course is designed as a broad introduction to public administration. Public administration differs from many other areas in academia in that it has a strong practical component. This course will introduce students to both the theoretical and practical sides of public administration. The topics like origin and growth of public administration, major theories of organization and management, processes and dimensions of public administration, and the relationship between politics and administration will be covered. Upon completion of the course, students will be able to gain a basic understanding of public administration.

#### **Course Contents:**

**Introduction:** Concepts of Public, Administration and Management, Meaning and Definitions of Public Administration, Its Scope and Importance, Public Administration and Private Administration, Relationship of Public Administration with Other Disciplines.

**Origin and Growth:** Growth of Public Administration and its Relationship with Family, Society, State and Government.

**Paradigms of Public Administration:** Meaning of Paradigm, Necessity of Paradigm, Different Paradigms and their Applicability.

**Basic Concepts of Public Administration:** Power and Authority, Constitution, Public Interest, Market, Sovereignty, Ecology of Public Administration.

**Organization in Public Administration:** Role and Functions of Organization, Basic Elements of Organizations, Formal and Informal Organizations, Bureaucracy, Different Types of Public Organizations, Evolution of Public Organization.

**Structure of Public Administration:** Legislature, Executive, Judiciary, Central and Field Administration, Local Government, Corporations, Autonomous Bodies.

**Administrative Processes:** Leadership, Decision Making, Communication, Control and Accountability.

**Dimensions of Public Administration:** Public administration in Developed and Developing countries, State and Future Prospect of Public Administration.

### **Suggested Readings**

Nicholas, H. 1999. *Public Administration and Public Affairs*, 7<sup>th</sup> Edition, UK: Prentice-Hall International.

Shafritz J. M. 1999. *Introducing Public Administration*, 2<sup>nd</sup> Edition, New York, USA: Longman.

### **PA 112 Fundamentals of Management**

This course is designed to orient the students with the basic functions and fundamental principles of management. It will focus on the theory and fundamental concepts of management including planning, organizing, leadership and control. This course is designed to cover the evolution of management thought, function, practice, current approaches and emerging concepts.

#### **Course Contents:**

**Nature and Functions of Management:** Organizations and the Need for Management, the Management Process, Management Levels and Skills, Role of Managers.

**Development of Management Thought:** Early Thinking about Management, the Classical Management School, the Behavioral School, Quantitative Approaches to Management, Integrating Perspectives for Managers, Contemporary Management Issues and Challenges.

**Management and Society:** The External Environment, Social Responsibility and Ethics.

**Planning:** Nature and Purpose of Planning, Types of Plans, Steps in Planning and the Planning Process.

**Organizing:** The Structure and Process of Organizing, Organization Levels and the Span of Management, Principles of Organizing, Departmentalization, Organizational Structure, Line, Staff and Functional Authority, Delegation of Authority.

**Directing:** Purpose and Elements of Direction, Requirements of Effective Direction.

**Coordinating:** Needs, Requisites, Types and Techniques of Coordination.

**Supervision:** Nature and Purpose, Types and Aspects of Supervision, Key Supervisory Tasks.

**Controlling:** The Basic Control Process, Critical Control Points and Standards, Types of Controls, Requirements of Effective Control, Control Techniques.

**Staffing:** Managing Human Resources in Organizations.

**Managing Information and Information Technology:** Information and the Manager, Types of Information Systems, Managing Information Systems, Information and Control, the Impact of Information Systems on Organizations.

### **Suggested Readings:**

Donnelly, J. H. Gibson, J. L. & Ivancevich, J. M. 1998. *Fundamentals of Management*, 10<sup>th</sup> Edition, Irwin McGraw –Hill, International Edition.

Griffin, R. W. 2009. *Management-Principles and Practices*, 11<sup>th</sup> Edition, New York: Houghton Mifflin Company.

Massie, J. L. 2004. *Essentials of Management*, 4<sup>th</sup> Edition, New Delhi: Prentice-Hall of India Private Limited.

Stoner, J. A. F. Freeman, R. E. & Gilbert, Jr. D. R. 2005. *Management*, 6<sup>th</sup> edition, New Delhi: Prentice Hall of India Private Limited.

Wehrich, H. Koontz, H. & Cannice, M. V. 2004. *Management -A Global, Innovative and Entrepreneurial Perspective*, 14<sup>th</sup> Edition, New Delhi: McGraw-Hill.

### **PA 113: Fundamentals of Economics**

The course aims at providing the students with basic understanding of application of economic concepts to the analysis of scarcity of individual, firm, and organizational behavior. It combines topics and issues pertaining to both micro and macro-economics. Topic coverage includes the theories of how consumers and firms make choices, and how various rules guide their respective decisions. The course also explores the theory of market structures, such as perfect and imperfect competition, as well as monopoly. The course also deals with the issues such as analysis of national income and employment, economic fluctuations, inflation, fiscal and monetary policies, economic growth, and the global economy. This course analyzes various economic policies, and how they affect economic fluctuations and foster economic growth.

## **Course Contents:**

**The Fundamentals of Economics:** Scarcity and Efficiency, Twin Themes of Economics, Micro Economics and Macro Economics, The Logic of Economics, The Three Problems of Economics, Command and Mixed Economies: Input and Output, Production Possibility Frontier.

**Markets and Government in a Modern Economy:** What is a Market? Trade, Money and Capital.

**The Economic Role of Government:** Efficiency, Imperfect Competition, Externalities, Public Goods, Equity, Macroeconomic Growth and Stability.

**The Basic Elements of Supply and Demand:** The Demand Schedule, Demand Curve, Forces behind Demand Curve, Market Demand, Shifts in Demand, The Supply Schedule, The Supply Curve, Forces Behind Supply Curve, Shifts in Supply, Equilibrium with Supply and Demand Curve.

**Applications of Supply and Demand:** Price Elasticity of Demand and Supply, Demand and Consumer Behaviour, Choice and Utility Theory, Marginal Utility and the Law of Diminishing Marginal Utility, Why Demand Curve Slopes Downward? The Indifference Curve, Law of Substitution.

**Production and Business Organization:** Basic Concepts: the Production, Function, Total, Average and Marginal Product, Theory of Production and Marginal Products.

**Analysis of Costs:** Total Costs, Fixed and Variable Costs, Definition of Marginal Cost, Average Cost, the Link between Production and Costs, Opportunity Costs and Markets.

**Analysis of Perfectly Competitive Markets:** Profit Maximization and Perfect Competition, Increasing Costs and Diminishing Returns, Efficiency of Competitive Equilibrium, Market Failure and Government, Interventions, Imperfectly Competition and Monopoly, Patterns of Imperfect, Competition, Monopoly.

**Oligopoly and Monopolistic Competition:** The Sources of Market Imperfections, Costs and Market Imperfections.

**National Output and Income:** Gross National Product, Gross Domestic Product, Net National Product.

**Unemployment, Inflation and Money and Economic Growth.**

## **Suggested Readings:**

Samuelson, P. A. & Nordhaus, W. D. 2005. *Economics*, 18<sup>th</sup> Edition, McGraw-Hill International.

William, B. & Michael, M. 2011. *Fundamentals of Economics*, 5<sup>th</sup> Edition, USA: Cengage Learning.

### **PA 114: Fundamentals of Sociology**

This course aims to make the students familiar with the systematic analysis of societies. It focuses on an introduction to the organizing themes and ideas, empirical concerns and analytical approaches of the discipline of sociology. The course deals with both classical and contemporary views of modern society, nature of community, and on inequality with special attention to family, class, race, institutions, social stratification, social change and social conflict.

#### **Course Contents:**

**Introduction:** Concept, Relationship with Other Social Sciences, Development of Sociology.

**Culture:** Concept of Culture, Component, Subculture, Cultural Lag, Hofstede's Dimensions of National Culture.

**Social Institutions:** Concept, Nature/Types and Functions of Family and Marriage, Religion, Community.

**Economic Institutions:** Property, Inheritance, Market and Production.

**Political Institutions:** Role of Political Institutions in Strengthening Democratic Process in Bangladesh.

**Socialization and Development:** Agents of Socialization, Theories of Development.

**Social Interaction and Social Group:** Types of Social Interaction, Elements of Social Interaction, Nature of Groups, Functions of Group.

**Deviant Behavior and Social Control:** Functional and Dysfunctional side of Deviance, Mechanism of Social Control, Theories of Deviance.

**Social Stratification:** Nature of Social Stratification, Stratification System, Dimension, Theories of Stratification.

**Social Conflict:** Factors of Conflict, Causes of Conflict, Resolution of Conflict.



**Social Change:** Sources of Social Change, Theories of Social Change.

**Suggested Readings:**

Gelles, R. J. & Levine, A. 1995. *Sociology: An Introduction*, 5<sup>th</sup> Edition, USA: McGraw-Hill, Inc.

Horton, P. B. & Hunt, C. L. 2004. *Sociology*, 6<sup>th</sup> Edition, India: Tata McGraw-Hill.

Parsons, T. & Bales, R. F. 1955. *Family, Socialization and Interaction Process*, Free Press.

Schaefer, R. T. 2003. *Sociology*, 8<sup>th</sup> Edition, India: McGraw-Hill.

**2<sup>nd</sup> Semester**

**PA 121: Introduction to Politics and Government**

The primary goal of this course is to obtain an understanding of the basic principles, functions and foundations of modern state system and to contextualize them in Bangladesh. An understanding of political systems from political philosophy perspective is essential to comprehend the functioning of a democracy and the liberties of its people. Knowledge in conjunction with the willingness and ability to affect change in the government are what separate passive subjects from active citizens. Thus, the second part of the course deals with connection between politics and administration and key issues in contemporary Bangladesh politics and government that affects functioning of democracy in Bangladesh.

**Course Contents:**

**Part I: Political Philosophers:** Eight Key Philosophers that Influenced the Modern State System will be discussed in this Course-Plato, Aristotle, Machiavelli, Hobbes, Locke, Rousseau, Marx, Woodrow Wilson (Relating Political Science to Public Administration)

## **Part II: Politics and Government**

**Basic Concepts of Politics:** Defining Politics, Power, Obligation, Legitimacy, Authority, Sources of Authority, Uses of Authority and Power- Coercion, Consent, Sovereignty.

**Concepts Related with State:** Evolution of the Concept of State and Related Theories.

**Constitution and Constitutionalism:** Basic Theories on Constitutionalism.

**Nation and Nation-State:** Nation-Building and Nationalism, Growth of Nationalism, Nation-Building and State Formation in Bangladesh.

**Political Process:** Defining Political System and Identifying its Components, Forms of Political System (Emphasis on Democracy), Electoral Systems, Public Opinion and Election, Political Process in Bangladesh.

**Political Culture:** Types and Classification of Political Culture, Growth of the Existing Political Culture in Bangladesh- the Process.

**Politics-Administration Interaction:** Max Weber and ‘Apolitical’ Bureaucracy, Woodrow Wilson and Politics-Administration Dichotomy, Complementarity of Politics-Administration, the Politics-Administration Interaction in the Existing Political System of Bangladesh.

### **Suggested Readings:**

Jahan, F. & Shahan, A. M. 2008. “The Vicious Cycle of Administrative Politicization in Bangladesh: Gain of the Incompetent Few, Loss of the Citizenry,” *Journal of Bangladesh Studies*.

Jahan, F. & Shahan, A. M. 2008. “Politics-Bureaucracy Relationship in Bangladesh: Consequences for the Public Service Commission,” Vol. 8, *Public Organization Review*, No. 4: 307-328.

Porter, M. Jane. 2009. *Classics in Political Philosophy*, 3<sup>rd</sup> Edition, Canada: Prentice Hall, Inc.

Rhodes, R. A. W. Binder S. A. & Rockman B. A. 2008. *The Oxford Handbook of Political Institutions*, New York: Oxford University Press

Weingast, B. R. & Wittman, D. A. (Eds.). 2008. *The Oxford Handbook of Political Economy*, New York: Oxford University Press.

Zafarullah, H. M. & Khan, M. M. 2001. “Bureaucracy in Bangladesh: Politics within and the Influence of Partisan Politics,” in Farazmand, A. (Ed.), *Handbook of Comparative and Development Public Administration*. 2nd edition. New York, Marcel Dekker, 2001, pp. 981-97.

## **PA 122: Introduction to Bangladesh Public Administration**

The major objective of the course is to introduce the students to the structure, process and functions of public administration in Bangladesh. Having completed the course, the students would be able to understand and explain the intricacies of Bangladesh public administration and the way it works in the context of Bangladesh.

### **Course Contents:**

**Bangladesh Constitution:** Philosophy of the Constitution of the People's Republic of Bangladesh, Provisions Related to Public Administration, Recent Developments and Amendments of the Constitution.

**Historical Background of Public Administration in Bangladesh:** Historical Background of Bangladesh Civil Service: (a) The Structure and Organization of Public Administration in British India (b) State of Public Administration in United Pakistan.

### **Structure of Public Administration in Bangladesh**

Three Branches of Government and their Interrelationship; Secretariat Set-Up, Ministries, Divisions, Departments, Autonomous and Semi-Autonomous Bodies/Agencies-Structure, Functions and Relationship, Field Administration in Bangladesh: District and Thana/ Upazila Administration- Structure, Functions, Control and Coordination.

**Constitutional Bodies in Bangladesh:** Structure, Functions, Success and Failure (Special Attention will be given on 'EC, CAG and PSC').

**Administrative Culture in Bangladesh:** The Normative Roots of Administrative Culture in Bangladesh, the Culture of 'Tadbir': the 'Building Block' of Decision Making in the Civil Service of Bangladesh, Politicization of Administration. Dimensions, Causes and Consequences of Corruption, Political and Administrative Corruption in Bangladesh, Why Corruption Persists In Bangladesh? Recent Anti- Corruption Initiatives Role of Anti-Corruption Commission (ACC).

**Administrative Reforms:** Defining Administrative Reform, Constraints to Major Administrative Reforms, Strategies for Facilitating Major Administrative Reforms, Government Reform Efforts in Bangladesh.

### **Suggested Readings:**

Ali, S. A.M.M. 2007. *Civil Service Management in Bangladesh*, Dhaka: UPL.

Ali, S. A.M.M. 2004. *Bangladesh Civil Service: A Political Administrative Perspective*, Dhaka: UPL.

Chowdhury, A. M. & Alam, F. (Ed.). 2002. *Bangladesh: On the Threshold of the Twenty-First Century*, Asiatic Society of Bangladesh.

Hussain, B. 2008. *Constitutional History of Bangladesh: Comments on Contemporary Political Crisis and Leading Case-Laws*, 1<sup>st</sup> Edition, Dhaka: Bangladesh Law Book Company.

Jamil, I. 2007. *Administrative Culture in Bangladesh*, 1<sup>st</sup> Edition, Dhaka: AHDPH Publication.

Khan, M. M. 2006. *Dominant Executive and Dormant Legislature*, Dhaka: AHDP Publishing House.

Zafarullah, H. & Khan, M. M. 2005. *The Bureaucratic Ascendancy: Public Administration in Bangladesh: The First Three Decades*, Dhaka: AHDP Publishing House.

### **PA 123: Local Government and Decentralization**

The objective of the course is to familiarize the students with the concepts and issues of rural development and local government. Having completed this course the students will gain useful insights about the dynamics of rural development efforts, their justification and functioning of local government in Bangladesh as a core institution for rural development. The course will also enable the students to diagnose the strengths as well as the weaknesses of local government institutions.

#### **Course Contents:**

**Local Government:** Definition, Concepts and Approaches.

**Decentralization:** Concepts, Forms, Importance, Fiscal Decentralization-Functional Assignment, Revenue Assignment, Expenditure Assignment, Local Discretion and Autonomy.

**Local Government and the Local Development:** Local government and local service delivery interface.

**Local Government in Bangladesh:** Evolution of Local Government Systems in Bangladesh. Where does Bangladesh Stand on the Front of Decentralization and Fiscal Decentralization?

**Rural and Urban Local government in Bangladesh:** Legal Framework, Structure, Composition and Functions.

**Central-Local Relations in Bangladesh:** Political and Administrative Control of the Central Government over Local Bodies and the Power Play among the Central vs. Local Leadership and Bureaucracy.

**Local Government Finance:** Sources of Income- Internal Revenue Generation, Central Government Transfers/Grants, Local Government Borrowing, Expenditure Patterns of Rural and Urban Local Government, Weaknesses of Local Finance.

**Innovations in Local Governance:** Why Innovation is Necessary? Government and Donor Initiatives: Sirajgonj Local Governance Development Project (SLGDP), Local Governance Support Program I-Learning and Innovation Component (LGSP I-LIC), LGSP-2, Union Parishad Governance Project (UPGP), Upazila Governance Project (UZGP), Urban Governance and Infrastructure Improvement Project (UGIIP), Municipal Governance and Services Project (MGSP), Horizontal Learning Program (HLP).

#### **Suggested Readings**

Ahmed, AKA. F. 2013. *Rural Development by NGOs in Bangladesh: Perspective, Performance and Paradoxes*, Dhaka: Osder Publications, Dhaka.

Cheema, G. S. & Rondinelli, D. A. (Eds.). 2007. *Decentralizing Governance: Emerging Concepts and Practices*, Washington, DC: Brookings Institution Press.

Khan, M. M. 2010. *Decentralization in Bangladesh: Myth or Reality?* Dhaka: AHDP Publishing House.

Khan, M. M. 2011. *Local Government in Bangladesh: Some Contemporary Issues and Practices*, Dhaka: AHDPH.

Rondinelli, D. A. Nellis, J. R. & Cheema, G. S. 1983. "Decentralization in Developing Countries: A Review of Recent Experience", Washington, D.C.: The World Bank.

Siddiqui, K. 2005. *Local Government in Bangladesh*, Dhaka: UPL.

## **PA 124: Rural Development**

The course will focus on the concept, issues and different dimensions of rural development. It will also focus rural development from a holistic perspective of development. The Bangladesh situation will receive due contextual focus.

### **Course Contents:**

**Concept of Rural Development:** Nature, Scope and Importance of Rural Development

**Rural Development and Other Related Aspects:** Community Development, Rural Modernization, Power Structure and Its Changing Pattern

**Thinkers of Rural Development:** Gandhi, Rabinranath, Akther Hameed Khan and Others.

**Models of Rural Development:** V-AID, Comilla Model, IRDP, Comprehensive Village Development Program, Ujamaa Model, Saemaul Undong Model.

**Inclusive Rural Development:** Community Participation in Rural Development, Role of NGOs in Rural Development.

**Rethinking Rural Development:** How Justified Rural Development is? Changing Context of Rural Reality, Changing Trend of Rural Development Policy in South Asia.

**Transforming Agrarian Structure:** Plea of Land Reform, Theories of Land Reform, Typology of Land Reform, Basic Changes, Land Legislation and Implementation.

**Poverty Alleviation and Safety Net Programs:** Types, Management, Achievements and Challenges of Safety Net Programs.

### **Suggested Readings:**

Asaduzzaman, M. 2007. *Institutional Analysis of Rural Development: A Study of Bangladesh Rural Development Board (BRDB)*, Dhaka: Osder Publications.

Ashley, C. & Maxwell, S. 2001. "Rethinking Rural Development", *Development Policy Review*, 19 (4) 395-425.

Chambers, R. 1983. *Rural Development: Putting the Last First*, Prentice Hall.

Huq, M. A. 1976. *Exploitation and the Rural Poor: A Working Paper on the Rural Power Structure in Bangladesh*, BARD.

Quddus, M.A. 1993. *Rural Development in Bangladesh: Strategies and Experiences*, BARD.

Stevens, R. D. Hamza, A. & Bertocci, P. J. 1976. *Rural Development in Bangladesh and Pakistan*, Honolulu: University Press of Hawaii.

Tepper, E. 1966. *Changing Patterns of Administration in Rural East Pakistan*, Syracuse, New York: Maxwell School, Syracuse University.

Todaro, M. P. 1989. *Economic Development in the Third World*, 11<sup>th</sup> Edition, New York: Longman.

Wiggins, S. & Proctor, S. 2001. "How Special are Rural Areas? The Economic Implications of Location for Rural Development", *Development Policy Review*, Vol 19 (4), 427-436.

### **3<sup>rd</sup> Semester**

#### **PA 211: Introduction to Political Economy**

Political economy is the study of the role of economic processes in shaping society and history. Political economy is closely associated with the work of economists who adopted key concepts developed by Marx, in particular his focus on class processes or relationships. Thus, political economy makes extensive and intensive use of class analysis in making sense of society and history, but does so in the context of political, cultural, and environmental processes, as well as other economic processes. At the end of the semester students should be comfortable with understanding the difference between different approaches to economic and social analysis; understand aspects such as role of state in development, foreign capital and direct investment and their implications, globalization and its links with the MNCs and other international financial institutions.

#### **Course Contents:**

**The Evolution of Society and State:** Why State was formed? The Basic Relationship between Politics and Economics.

**Early Market Economy:** The Nature of the Early Market Economy and Feudalism, and Early Economic Thinking, the Market Model, the Role of State in the Market Economy.

**Economic Liberalism:** The Ideas on Wealth Creation, Development, the Market and Liberty, From Liberalism to Neo-Liberalism.

**Various Development Models:** The Modernization School, the Dependency School.

**Market vs. Planned Economy:** The Emergence of Planned Economy and Its Impact, Redefinition of State's Role, The Fall of Communism: Diminishing Role of the State.

**The Role of State in Today's Economic Context:** 'Bringing Back the State' (Empirical Example: East Asian Miracle), Market Failure, Government Intervention.

**Institutionalism:** An Alternative to Traditional Conceptions of the Market Economy: Institutionalism and Change in Development Theory, "A Neo-Classical" Theory of the State, Adopting 'Good' Institutions.

**Political Economy of International Institutions:** Foreign Aid & Capitalist Expansion in Third World Countries, Foreign Investment in Developing Countries. Role of Multinational Companies & International Financial Organization-World Bank, IMF, ADB.

### **Suggested Readings:**

Areteis, P. & Sawyer, M. C. (Eds.) 2004. *The Rise of the Market Critical Essays on the Political Economy of Neo-Liberalism*, UK: Edward Elgar.

Miller, R. C. 2008. *International Political Economy: Contrasting World Views*, London : Routledge.

Martinussen, J. 1997. *State, Society and Market: A Guide to Competing Theories of Development*, Dhaka: UPL.

North, DC. 2000. "Institutions, Organizations and Market Competition", Washington University.

Todaro, M. P. 2009. *Economic Development in the Third World*, 8<sup>th</sup> Edition, Longman Ltd.

### **PA 212: Human Resource Management**

This is an introductory course that examines the importance of managing an organization's most valuable assets, its people. Managing human resource includes planning, recruitment, selection, placement and orientation of employees, training and career development, labour relations, management of performance appraisal, compensation and benefit program, development of personnel policies and procedures.



Managers need to have a strong foundation in personnel management concepts and techniques to do their jobs. This course will equip the students with the required knowledge and skill to perform the managerial role in organization efficiently.

**Course Contents:**

**Introduction:** Concept of HRM, Scope, Importance.

**Strategic Human Resource Management:** Concept of Strategic HRM, Concept of Competitive Advantage, Cost Leadership, Differentiation, HR's Role as a Strategic Partner.

**Human Resource Planning:** Concept of Human Resource Planning, Process of Human Resource Planning.

**Recruitment and Selection:** Concept of Recruitment and Selection, Sources of Recruitment and Selection Process.

**Training and Development:** Concept of Training and Development, Determining Training Need Assessment, Methods of Training, Evaluation of Training.

**Job Analysis:** Concept, Steps in Job Analysis, Methods of Collecting Job Analysis Information, Job Description, Job Specification.

**Performance Appraisal:** Concept, Appraisal Process, Appraisal Methods.

**Base Wage and Salary:** Concept, Objective of Wage and Salary, Steps of Wage and Salary.

**Motivation:** Concept, Types of Motivation, Motivation Cycle.

**Career Management:** Concept, Roles in Career Development, Career Planning, Career Stages, Managing Career.

**Collective Bargaining and Labor Relation:** Concept, Components of Collective Bargaining Process, Reasons for Joining Trade Union, Process of Collective Bargaining, Concept of Industrial Relation and Its Importance.

**Compliance:** Customer Compliance, Employee Compliance.

### **Suggested Readings:**

Byars, L. L. Rue, L.W. 2007. *Human Resource Management*, McGraw Hill.

Dessler, G. 2000. *Human Resource Management*, Prentice Hall.

Gomez -Mejia, L.R. Balkin, D. B. 1998. *Managing Human Resources*, Prentice Hall.

Robbins, S. P. 2003. *Human Resource Management*, John Wiley and Sons.

### **PA 213: Urban Development and Governance**

Urbanization is a recent global phenomenon. Since the beginning of the twentieth century, the world has been experiencing rapid growth of urbanization with varied consequences. Urbanization contributes to sustained economic growth by creating greater job opportunities, increasing investments and the availability of services. Yet, city life can also present conditions of overcrowded living, unemployment and abject poverty. However, realizing the potential gains of urbanization depends on how well cities and towns manage growth, provide good governance and deliver services for households. The central focus of this course would be to encourage debates and analysis of how urbanization can be made the engine of growth and development rather than poverty, vulnerability and exclusions through sound urban governance.

### **Course Contents**

**Urban Development:** Introduction, Concept, Theory and Causes.

**Migration, Urbanization and Development:** Understanding the Migration and Urbanization Dilemma, Identifying the Migration and Development Linkage.

**Urbanization and Development:** The Linkage: Debate whether Urbanization Causes Development, Constructive and Destructive Relationships between Urbanization and Development.

**Urban Poverty:** Global and Local Context: Understanding Urban Poverty both from Global and Bangladesh Context, Understanding the Theoretical Stands of Urban Poverty.

**Urban Slums:** Livelihood Dynamics and Slum Upgradation Initiatives, Nature of Slum Life, Global Best Practices of Slum Upgradation, Local Initiatives for Slum Upgradation.

**Rural Urban Linkage:** Understanding the Linkages between Population Mobility, Urbanization and Development, the Interdependence of Social, Economic and Environmental Development between Rural and Urban Areas (Markets for Goods and Products, Food and Food Processing, Labor, Raw Materials etc.).

**Urban Environmental Problems:** Critical Analysis of Urban Environmental Issues, Political and Social Agenda of Urban Environmentalism, Case Studies.

**Urban Governance:** Urban Management, Role of Public, Private and NGOs in Managing Urban Affairs, Municipal Government in Managing Urban Services.

**Basic Urban Services and their Financing:** Understanding of Urban Basic Services, Urban Resource Allocation & Mobilization Process and Financial Management, Fiscal Measures and Budgetary Control, Accounts, Auditing and Accountability.

**Urban Planning:** Meaning, Factors, Top-Down or Bottom Up Planning, Role of Citizen in Urban Planning, Role of LGD in Urban Planning.

**Sustainable Cities:** Theoretical and Practical Issues: Demographic Factors, Economic Factors, Social Factors and Political Factors and Environmental Factors to Make Cities Sustainable, Indicators of a Sustainable City.

### **Suggested Readings:**

Baker, J. L. 2008. "Urban Poverty: A Global View", Washington, D.C: The World Bank.

Cochran, L.T. & O' Kane, J. M. 1977. "Urbanization-Industrialization and the Theory of Demographic Transition", *The Pacific Sociological Review*, Vol.20, No.1, Jan, pp.113-134.

Garland, A. M. Massoumi, M & Ruble, B. A. (Ed.). 2007. "Global Urban Poverty: Setting the Agenda", *Woodrow Wilson International Centre for Scholars, Comparative Urban Studies Project*, Washington D.C.

Todaro, M. P. 2009. *Economic Development in the Third World*, 8th edition, Orient Longman Limited.

### **PA 214: Human Resource Management in Bangladesh Public Service**

This course is designed to orient the students with the public sector human resources policy and management in Bangladesh. The course will cover the history of human

resource management in government, major elements of the personnel management process, organizational functions of human resources systems and contemporary issues and problems in the public sector. Having completed this course the students will gain useful insights about various human resource management activities in the government.

### **Course Contents:**

**Concepts & Contextual Issues:** Meaning, Scope, Functions & Significance of Public Personnel Administration.

**Historical Development of Personnel Administration:** The Mughal Personnel System, Personnel Administration in British India, Personnel Administration in United Pakistan.

**The Civil Service System in Bangladesh:** Size & Structure of Government, BCS Cadre Strength, Inter Cadre Anomalies & Its Impact on Administration, Generalist-Specialist Controversies.

**Role of Central Personnel Agencies:** The Ministry of Public Administration, Bangladesh Public Service Commission.

**Recruitment to Civil Service:** Legal Framework for Recruitment, Agencies Responsible for Recruitment, Methods of Recruitment, Recruitment Policies & Practices.

**Civil Service Training & Human Resources Development:** National Training Policy, Review of Training Institutions & Courses.

**Promotion, Transfer & Posting:** Policies, Structures & Processes of Promotion, Promotion Aspects of Various Cadres, Transfer, Posting.

**Performance Evaluation System in BCS.**

**Civil Service Pay & Emolument Structures:** Pay, Pension, Retirement Benefits.

**Career Planning & Management:** Road Blocks to Career Planning.

**The Regulatory Framework:** Disciplinary Action.

### **Suggested Readings:**

Ahmed, S. G. 1986. *Public Personnel Administration in Bangladesh*, Dhaka: City Press.

Ali, AMM. S. 2007. *Civil Service Management in Bangladesh: An Agenda for Policy Reform*, Dhaka: University Press Limited.

Ali, AMM. S. 2004. *Bangladesh Civil Service: A Political-Administrative Perspective*, Dhaka: UPL.

Rahman, M. M. M. 1997. *Bureaucratic Response to Administrative Decentralization: A Study of Bangladesh Civil Service*, Dhaka: University Press Limited.

Stahl, G.O. 1976. *Public Personnel Administration*, New York: Harper & Row.

Zafarullah, H. 2003. "Public Administration in Bangladesh: Political and Bureaucratic Dimensions" in Tummala, K. (Ed.), *Comparative Bureaucratic Systems*, New York, University Press of America.

Zafarullah, H. & Khan, M. M. 2005. *The Bureaucratic Ascendancy: Public Administration in Bangladesh—The First Three Decades*, New Delhi: South Asia.

Zafarullah, H. Khan, M. M. & Rahman, M. H. 2001. "The Civil Service System of Bangladesh" in Burns, J.P. and Bowornwawathana, B. (Eds.), *Civil Service System in Asia, Cheltenham and Massachusetts*, Edward Elgar.

#### **4<sup>th</sup> Semester**

##### **PA 221: Governance and Leadership**

This course focuses essentially on the important theories, issues and concepts of governance and leadership and their linkages within the broader context of the transforming government and contemporary public sector. This course will help the students understand the interface between the concepts of leadership and governance which encompass strategic direction, plans and policies, effective oversight, regulation, motivation, and partnerships that integrate the entire public sector domain for better results.

##### **Course Contents:**

**Governance:** Meaning, Evolution of the Concept.

**Governance:** Theories, Models /Approaches.

##### **Indicators of Good Governance.**

**Typology of Governance:** E-governance, Corporate Governance, Global Governance, Local Governance, Community Governance, NGO Governance.

**Bangladesh Experience and Global Best Practices of Good Governance and Leadership.**

**Governance and Leadership:** Understanding Relation between Governance and Leadership.

**Leadership Skills:** Effective Communication, Delegation and Acceptance, Receiving Feedback, Developing Relationships with Peers and Superiors, Conflict Resolution Strategies, Problem-Solving Skills, Negotiation.

**Strategic and Ethical Leadership:** Defining Strategic Leadership, Integrating Leadership and the Strategic Process, Linking Personal and Organizational Missions and Visions, Characteristics of Ethical Leaders Importance of Ethical Leadership, Role of Power in Ethical Leadership.

**Five Challenges of Leadership:** Reframe the Future, Develop Commitments, Teach and Learn, Build Community, Balance Paradox.

**Sharing Practical Experiences with Successful Leaders in Different Sectors.**

### **Suggested Readings:**

Boyne, G. & Ashworth, R. (Ed.). 2010. *Organizing Government*, Vol III, Los Angeles/London/New Delhi/Singapore/Washington DC: Sage Publications.

Levi-Faur, D. (Ed.), 2011. *The Oxford Handbook of Governance*, Oxford University Press.

Stephen, B. & Hindmoor, A. 2009. *Rethinking Governance: The Centrality of State in Modern Society*, Cambridge University Press.

### **PA 222: Management of NGOs and Social Entrepreneurships**

The course is designed to help students understand different aspects of management of the non-government organizations and social entrepreneurship. It will equip students with a sound understanding of the critical issues facing NGOs and help develop skills to face various challenges. This course covers different important issues related to NGOs like definition, functions, classification, growth, laws and ordinances etc. At the same time it deals with social entrepreneurship, social change and social business.

### **Course Contents:**

**Introduction:** Concept of NGO, Institutional Strategies, Approaches of NGO Operation, Types, Functions.

**Growth of NGOs:** Philosophy of NGOs, Emergence of NGO as a Third Sector, Critical Factors of the Expansion of the NGOs, Popular Theories of NGO Growth.

**Legal and Regulatory Framework:** Elements of Legal Framework, Laws and Ordinances for Regulating Association with the Government, Regulatory Institutions.

**Debate on NGOs:** Positive and Negative Views of NGOs, Strength and Weakness of NGOs.

**NGO Financing:** Pattern, Source, Financial Sustainability of NGOs, Problems and Issues Related to NGO Financing.

**GO-NGO Collaboration:** Types, Advantages and Disadvantages, Considering Factors, Problems, Models of Collaboration.

**NGO Accountability:** Definition of NGO Accountability; Features of NGO Accountability, Types of Accountability, Accountability Mechanism Used by NGO, Accountability Challenge, Facilitating and Promoting Accountability.

**NGOs and Conflict Management:** NGO Role in Conflict Management, Prerequisite, Conflict Resolution Theories, NGO Strategy for Conflict Resolution.

**Micro Credit Programs in Bangladesh:** What is Micro Credit? Classification of Micro Credit, General Features of Micro Credit, Acts and Regulation Related to Micro Credit, Micro Credit Regulatory Authority.

**Social Entrepreneurship:** Basic Concept about Social Entrepreneurship, Social Entrepreneur and Social Enterprise, Current Theories of Entrepreneurship, Difference between Business and Social Entrepreneurs, Social Enterprise and Venture Philanthropy.

**Corporate Social Entrepreneurship:** Relation between Corporate Social Responsibility and Corporate Social Entrepreneurship, Element of Corporate Social Entrepreneurship.

**Social Business-** Concept, Types, Nature, Principles, Social Business in Bangladesh.

**Social Change:** The Concept of Social Change and the Contribution of Social Entrepreneurs in Facilitating the Changes; Agents of Social Change, Social Change that Leads to Sustainable Development.

**Planning and Management of Social Enterprise:** The Legal and Regulatory Rules, Regulations and Procedures Affecting Social Enterprises.

## **Suggested Readings**

Ahmed, AKA. F. 2013. *Rural Development by NGOs in Bangladesh: Perspective, Performance and Paradoxes*, Dhaka: Osder Publications.

Begum, A. 2003. *Government – NGO Interface in Development Management*, Dhaka: AHDPH.

Bornstein, D. 2008. *How to Change the World: Social Entrepreneurs and the Power of New Ideas*, New York: Oxford University Press.

Elkington, J. & Hartigan, P. 2008. *The Power of Unreasonable People: How Social Entrepreneurs Create Markets that Change the World*, Harvard Business Press.

Edwardes, M. 1997. *Making a Difference: NGO and Development in a Changing World*, London: Earthscan Publication.

### **PA 223: Gender, Administration & Development**

This course begins with theoretical approaches to gender and development, development theory and feminist critiques. The aim of this course is to develop a greater understanding of the nature and importance of gender roles and gender relations in development processes and practice, with a particular focus on women in production process and economy, women and environment, participation of women in politics, administration and policy making and violence against women.

#### **Course Contents:**

**Gender & Development: A Theoretical Overview:** Differential Effects of Development Processes on Women & Men, Development Strategies & Women's Status.

**From Women to Gender: The Development of the Field:** WID, WAD, GAD, WESD, Views of Advocates, Practitioners and Scholars.

**Understanding Gender: Some Important Glossary Associated with the Term Gender:** Gender Roles, Gender Needs, Gender Equality and Equity, Gender Discrimination, Patriarchy, Gender Planning, Gender Mainstreaming, Gender Analysis.

**Global and National Process towards Women Advancement:** World Conferences on Women, CEDAW, Institutional Mechanisms for Women's Development in Bangladesh.

**Third World Policy Approaches to Women in Development:** Welfare, Equity, Anti-Poverty, Efficiency and Empowerment, Working Towards Empowerment of Women: Various Strategies of Empowerment.



**Masculinity vs Feminism:** Feminist Perspective on Women and Development, Alternative Development Paradigm.

**Women and Environment:** Relationship between Women and Nature, Role of Women as Consumer & Manager of Environment, Effects of Environmental Degradation on Women.

**Women in Politics:** National & Local Level.

**Women in Administration and Policy Making.**

**Violence against Women:** Forms, Causes and Consequences of Violence, Government Policies to Combat Violence, Major Interventions and Preventive Measures.

**Gender Dimension of Poverty:** Bangladesh Situation, Towards De Feminization of Poverty, Poverty Alleviation Projects for Women.

**Suggested Readings:**

Escobar, A. 1994. *Encountering Development: The Making & Unmaking of the Third World*, Princeton: Princeton University Press.

Jackson, C. & Pearson, R. 1998. *Feminists Visions of Development: gender Analysis & Policy*, London: Routledge.

Kabeer, N. 2001. *Reserved Realities: Gender Hierarchies in Development Thought*, London: Verso.

Momsen, J. H. 2004. *Gender & Development*, London: Routledge.

Sen, G. & Grown, C. 1987. *Development, Crises & Alternative Visions: Third World Women's Perspectives*, New York: Monthly Review Press.

Sweetman, C. (Ed.). 1997. *Men & Masculinity*, Oxford: Oxfam.

Tinker, I.1990. *Persistent Inequalities: Women & World Development*, New York: Oxford University Press.

## **PA 224: Public Financial Administration and Management**

This course addresses the theory and practice of public finance with special reference to how governments raise revenues. It is concerned with taxation, borrowing and aid in the specific context of Bangladesh. The focus of this course is on the revenue and expenditure sides of public financial management, looking at government budgeting and the changes in financial management.

## **Course Contents:**

**Public Financial Administration and Management:** Nature, Scope, Objectives, Characteristics.

**Government Revenue:** Revenue Sources of Government, Objectives of Taxation, Characteristics of a Good Taxation System, Principle of Taxation, Types of Taxation, Shifting of Taxes and Tax Burden. Analysis of Economic Effects of the Tax System.

**Budgeting:** Concept, Types, Government Budgetary Procedure, Politics of Government Budgeting, Budgetary Process in Bangladesh.

**Fiscal Policy:** Meaning, Objectives, Types of Fiscal Policy, Fiscal Policy as a Stabilization Tool-a Modern Synthesis, In Search of an Ideal Fiscal Policy for a Developing Country.

**Monetary Policies:** Objectives of Monetary Policy, Role of Monetary Policy as an Economic Stabilization Tool.

**Public Sector Auditing:** Objectives of Auditing, Different Types of Auditing, System of Auditing of Government Expenditure, the Office of the Comptroller and Auditor General of Bangladesh.

**Public Debt Management:** Typology of Foreign Aid, Mechanisms of Foreign Aid Negotiation and Debt Management.

**Domestic and Internal Agencies and their Role in Financial Management:** Ministry of Finance, Ministry of Planning, Parliamentary Committees.

**Recent Reforms in Financial Administration in Bangladesh:** MTBF, Decentralized Budgeting

**World Bank, International Monetary Fund, Asian Development Bank.**

## **Suggested Readings:**

Goode, R. 2005. *Government Finance in Developing countries*, Brookings Institution Press.

Hussain, M. 2008. *The System of Government Budgeting in Bangladesh*, Dhaka: AH Development Publishing House.

Patwary, S. U. 2007. *Financial Administration System in Bangladesh*, Dhaka: Dipika Publishers.

Rosen, H. S. & Gayer, T. 2010. *Public Finance*, USA: McGraw-Hill Education.

Todaro, M. P. 2009. *Economic Development in the Third World*, Longman.

## 5<sup>th</sup> Semester

### PA 311: Basic Concepts of Social Research

This is an elementary course on social research methods. The prime objective of the course is to introduce the students with the basic concepts and approaches of social research with particular reference to Public administration. After the completion of the course students are expected to attain the skill to initiate a research in a systematic way.

#### Course Contents:

**Social Research:** Meaning, Types and Approaches, Importance.

**Basic Research Methods:** Content Analysis, Discourse Analysis, Survey Methods, Delphi Techniques, Case Studies, Focus Synthesis, FGDs, Historical Methods, Descriptive Method, Qualitative and Quantitative Research.

**Research Design:** Setting Research Questions/ Hypothesis, Formulation of hypothesis, Theoretical/ Analytical Framework, Independent Variables and Explanatory Variables, Operational Definition of Variables, Design and Types of Questionnaire/ Interview Schedule.

**Research Proposal:** Format and Style of Research Proposal.

**Group Project:** Students will be asked to prepare a Research Proposal on the Topics Chosen by the Students and Approved by the Course Teacher.

#### Suggested Readings:

Aminuzzaman, S. M. 2011. *Essentials of Social Research*, Dhaka: OSDER Publications, Dhaka.

Bickman, L. & Rog, D. J. (Ed.). 1998. *Hand book of Applied Social Research Methods*, New Delhi: Sage Publications.

Ghosh, B. N. 1982. *Scientific Methods and Social Research*, New Delhi: Sterling Publishers.

## **PA 312: Project Management**

The course is primarily aimed at introducing the students to the world of ‘projects’ and ‘project management’ by acquainting them with the key concepts, debates, approaches, tools and strategies relating to the analyses and dynamics of project management. The focus is on bridging theoretical discourses with practical examples and learning. At the end of the course, the students are expected to develop a broad based understating of the key contexts, tools, and issues surrounding project design and analysis both globally and nationally.

### **Course Contents:**

**Towards an Understanding of ‘Project’ and ‘Project Analysis’ in a Developing Country Scenario,** Introducing Projects as ‘Cutting Edge’ of Development: Concept, Rationale, Categories, Features and Characteristics, Project Life Cycles, Basic ideas of project analysis, The Place of Economic and Financial Analysis in Project Evaluation, Points of Views in Project Analysis: Economic, Social, and Financial.

**A Focus on Project Planning & Design:** Project Planning and Designing Process: Why Plan? Typical Steps in Planning and Designing, Role of Project Manager in Project Planning and Implementation, Project Completion and Hand Over.

**Basic Notions of Costs and Benefits in Project Analysis:** Identifying the Costs and Benefits of Project with a Special Reference to a Developmental Project, Benefit – Cost Ratio.

**Discounted Cash Flow Measures and Application:** Selected Popular Measures of Discounted Cash Flows: Net Present Worth, Internal Rate of Return.

**Selected Popular Tools of Project Analysis, Design, and Management:** Social Impact Assessment, Stakeholder Analysis, Logical Framework, SWOT Analysis.

**Project Planning and Management Practices and Culture in Bangladesh:** Key Processes, Procedures and Institutions in Project Planning in Bangladesh Critical Factors Affecting Project Planning and Management.

## **Suggested Readings**

Chadha, S. 1989. *Managing Projects in Bangladesh- A Scenario Analysis of Institutional Environment for Development Projects*, Dhaka: University Press Limited.

Choudhury, S. 1993. *Project Management*, New Delhi: Tata McGraw Hill Publishing Co.

Curry, S. & Weiss, J. 2000. *Project Analysis in Developing Countries*, London: Macmillan Press Ltd.

## **PA 313: Environment, Disaster and Risk Governance**

The main focus of the course is to familiarize the students with basic concepts, tools and mechanisms of managing environmental problems, natural disasters and related risks. At the same time, the course also aims to provide the students with an understanding of the global as well as national measures for responding to the environmental and climate change related problems and the mechanisms of governing natural disasters and risk.

### **Course Contents:**

#### **A. Managing Environment**

**Concepts:** Meaning and Components of Environment, Evolution of Environmentalism, Sustainable Development.

**Environmental Problems and Issues:** Sector Wise Environmental Problems, Biodiversity, Natural Disasters.

**Climate Change:** Mitigation and Adaptation, Impact of climate change.

**Legal and Institutional Responses- Global and national:** Biosphere Conference, Rio Conferences, Environment Policy, NEMAP, National Conservation Strategies, Bangladesh Climate Change Strategic Action Plan (BCCSAP), National Environmental Council, Ministry of Environment and Forest.

#### **B. Disaster and Risk Governance**

**Concepts:** Definition and Types and Causes of Disasters, Identification of Risk and Hazard, Vulnerability, Urbanization and Disaster, Economic Dimensions of Disaster.

**Disaster Management:** Ex Ante (Preparedness and Mitigation) and Ex Post Measures (Response, Recovery and Rehabilitation), Disaster Risk Reduction.

**Global and National Measures:** Hyogo Framework for Action 2005 – 2015, United Nations Framework Convention on Climate Change (UNFCCC), Disaster Management Act, National Plan of Disaster Management (NPDM), Standing Order on Disaster (SOD), Disaster Prevention and Mitigation Framework, Post 2015 Initiatives?

**Institutional Framework:** National Environmental Council, Ministries of Disaster Management and Relief, Comprehensive Disaster Management Program, Disaster Management Committees at the Subnational Levels, National-local Coordination.

**Tools and Techniques of Disaster Management:** Environmental Impact Assessment (EIA), Social Impact Assessment (SIA), Strategic Environmental Impact Assessment (SEIA), Community Risk Assessment (CRA), Vulnerability and Capacity Assessment (VCA), Participatory vulnerability and Capacity Assessment (PVCA).

**Disaster and Risk Governance:** International Experience and the Lessons Learnt.

### **Suggested Readings:**

Cuny, F.C. 1983. *Disaster and Development*, New York: Oxford University Press.

Hossain, H. & Dodge, C. P. & Abed, F. H. (Eds.). 1992. *From Crisis to Development: Coping with Disasters in Bangladesh*, Dhaka: UPL.

McCormic, J. 1989. *The Global Environmental Movement*, Delhi: CBS Publishers and Distributors.

Rahman, A. A. Huq, S. Haider, R. & Jansen, E. G. 1994. *Environment and Development in Bangladesh*, (Vol.1-2), Dhaka: UPL.

World Commission on Environment and Development. 1987. *Our Common Future*, New York: Oxford University Press.

Warrick, R. A. 1993. *Briefing Document on Climate Change*, (Vol. 1-7), Dhaka: Bangladesh Unnayan Parishad (BUP).

### **PA 314: Civil Rights, Judicial and Regulatory Administration in Bangladesh**

This course focuses on the character, function, and enforcement of civil rights and regulatory administration in the constitutional system of Bangladesh. It will help students

understand and conceptualize the theoretical and practical issues of civil rights and regulatory administration.

### **Course Contents:**

**Civil Rights:** Traditional Concepts-Social Rights and Responsibilities, Religious Sanctions, Social Values and Moral Duties, Modern Concepts, Universal Declarations of Human Rights, Administration of Justice.

**Constitutional Provisions and Laws Relating to Civil Rights in Bangladesh:** Economic, Political and Social Rights, Rights of Women, Children and Minority Rights, Legal Aid as a Right, Gender and Rights-Based Development Since Independence.

**Rule of Law : Concepts Principles,** Dicey's Concept of Rule of Law etc.

**Judicial System Bangladesh:** Structure of Judicial System in Bangladesh, Judge Court, High Court, Supreme Court and Appellate Division, Justice or Alternative Disputes Resolution (ADR) and its Effectiveness.

**Judicial Independence:** Problems and Prospects of Judicial Independence in Relation to Civil Rights in Bangladesh, Rule of Law and Problems of its Application and Other Related Issues.

**Different Types of Writs and Public Interest Litigation: Prerogative Writs, History of PIL in Bangladesh and Who can file a PIL**

**Regulatory Administration in Bangladesh:** Different Regulatory Bodies: Police, Customs, ACC, BSTI Structure, Functions.

**Assessing the Performance of Regulatory Bodies:** Professionalism, Efficiency and Accountability.

**Relationship of regulatory bodies with other government organizations:** Vertical and Horizontal.

### **Suggested Readings:**

Anisuzzaman, M. 1979. *Bangladesh Public Administration and Society*, Dhaka: Bangladesh Books International Limited.

Dicey, A.V. 1915. *Introduction to the Study of the Law of the Constitution*, 8th Edition, St. Martin's Street, London: Macmillan and Co. Limited.

Haque, T. 2002. *In Search of Justice: Women's Encounters with Alternate Dispute Resolution*, Dhaka: The Asia Foundation.

Halim, M. A. 1998. *Constitution, Constitutional Law and Politics: Bangladesh Perspective: a Comparative Study of Problems of Constitutionalism in Bangladesh*, Khan, M.Y.A. (Eds.), 9 Nilkhet, Babupara, Dhaka-1205: Rico Printers.

Kamal, M. 1994. *Bangladesh Constitution: Trends & Issues*, Dhaka: University of Dhaka.

Massey, I. P. 2001. *Administrative Law*, 5th Edition, 34, Lalbagh, Lucknow-226001, India: Eastern Book Company.

Takwani, C. K. 1998. *Lectures on Administrative Law*, 3rd Edition, 34 Lalbagh, Lucknow-226001, India: Eastern Book Company.

## **6<sup>th</sup> Semester**

### **PA 321: Management of Banks and Financial Institutions**

This course focuses on making the students familiar with the concepts and issues relating to banking and financial institutions and their interaction. The course covers conception such as financial instruments and interest-rate determination; the structure and operations of banks and financial institutions; the operational, tools and policies of central banks; money and inflation. By the end of this course, students will understand the primary actors in the money- and the financial markets, the operations and the goals of these actors, the various types of financial instruments and how they differ, the role of interest rates in the economy and how interest rates are determined. They will also know the fundamentals of monetary policy and its application

#### **Course Contents:**

#### **Course Contents**

**Why Study Banking and Financial Institutions,:** Introduction, Definitions, Functions and Activities

History of Banking & Financial Institutions : History, Role & Growth of Banking and FIs Sector:



**The Banks & Financial Institutions:** Different Types of banks & Financial Institutions, Nature and different types of Banks and FIs, structure of Investment and Commercial Banking System, History & Nature of Banks & Financial Institutions

Growth, Types, Functions & Products of Banks & Financial Institutions in Bangladesh : Growth, Types, Functions & the state of banking sector, Public and Private sector banks, modern banking system, banks and other financial institutions in Bangladesh.

**Role of Central Bank:** Role & Functions of Central Bank, Bangladesh Bank: State Supervision of Banks and Non-Banks, , Relationship of Banking and Non-Banking Institutions with the Central Bank and their linkages with the economic development of Bangladesh. Monetary Policy & Analytical Review of Recent (2009) Monetary Policy and the Operation of Monetary Policy in Banking Affairs

**Growth of Banking Sector in Bangladesh: Money Understanding Interest Rate: Deposit Creation in the Banking System** Functions and Operations in Commercial Banking System, Accounts, Loans, deposits, advances etc, Structure and Role of Commercial Banks in the Economic Development, Organization and Management & their policies.: Functions, Money Supply and Its Implications for Economy

**Functions and Operations in Insurance Companies:** Premium collection, Underwritings, Claim settlements etc, Operational Principles and Procedures, Performances and Probability Analyses and Organization and Management Structure and the Implications thereof.

| Functions and Operations in Micro Credit Institutions, Role of SME Foundation.

### **Text Books/Readings:**

Gohn R. Brick, Bank management Concepts and Issue, Publisher-Reston, 1980

M. Radhaswami, A Text Book of Banking Law and Practice.

Fleuriet Michel Investment Banking Explained: An Insider's Guide to the Industry Mc Graw-Hill New York NY 2008 ISBN 978-0-07-149733-6

Rosenbaum, Joshua; Joshua Pearl (2009). *Investment Banking: Valuation, Leveraged Buyouts, and Mergers & Acquisitions*. Hoboken, NJ: John Wiley & Sons. [ISBN 0-470-44220-4](#).

Hoggson, N. F. (1926) Banking Through the Ages, New York, Dodd, Mead & Company.

Goldthwaite, R. A. (1995) Banks, Places and Entrepreneurs in Renaissance Florence, Aldershot, Hampshire, Great Britain, Variorum

Sullivan, arthur; Steven M. Sheffrin (2003). *Economics: k*. Upper Saddle River, New Jersey 07458: Pearson Prentice Hall

### **Suggested Readings:**

Brick, J. R. 1980. *Bank Management: Concepts and Issue*, Reston Publishing Company.

Radhaswami, M. A. *Text Book of Banking Law and Practice*, Ludhiana, Kalyani Publications.

## **PA 322: Managing Public Private Partnerships**

Public-private partnership (PPP) mechanisms have become the clear choice for governments worldwide to improve service delivery, attract investment, reduce costs, and increase accountability. Tremendous progress has been made in recent times in designing and implementing PPP programs and transactions. However, thus far most countries have only just "scratched the surface" of their enormous potential on the front of PPP as an economic and governance tool. The knowledge of the "why and how" to effectively use PPP strategies and techniques is a valuable resource, one that is slowly taking hold amongst all stakeholder groups including government, the private sector, and the public-at-large. The objective of this course is to provide students with an introduction to the fundamental concepts of public-private partnerships (PPPs) and an understanding of the essential techniques, strategies, and ingredients to successful PPPs. The course will help students develop a greater understanding and skill in the use of this powerful economic and governance tool.

### **Course Contents:**

**The Theory of PPPs and Options for Implementation:** Theory of PPPs: Why Partner with the Private Sector? PPPs as a Governance Policy Instrument Conventional PPP Options: Outsourcing and Service Contracts, Management Contracts, Leases, Concessions, Divestiture and BOO/BOTs.

**Policy, Legal, and Regulatory Requirements for PPPs:** Policy and Institutional Issues in PPPs, Identifying the Legal Framework for PPPs, Determining Regulatory Requirements for PPPs.

**Analyzing the Feasibility of PPP Opportunities and Selecting the Most Appropriate PPP Option:** Determining Government Priorities for PPPs, Understanding the PPP Screening Process, Developing a Checklist to Match Opportunities with PPP Options.

**Procurement Process for PPP Projects:** Understanding the PPP Procurement Process, Utilizing Request of Qualification (RFQs) to Increase Competitive Bidding, Utilizing Request for Proposals (RFPs).

**Risk Management Strategies: Project Finance and Contract Development:** Understanding how to Mitigate and Allocate Risk, Using Project Finance Tools to Manage Risk, Creating a Risk Profile for a PPP Project Opportunity, Understanding what makes a PPP Deal "Bankable".

**Public Awareness and Stakeholder Consultation for PPPs:** Understanding the Role and Impact of Stakeholders, Identifying Public Awareness and Communication Requirements to all Stakeholders, Political Dimensions of PPP.

**PPP Best Practice: Global and Bangladesh Experiences:** General Experience of Advanced and Developing Countries with PPPs, Development and Forms of PPPs in Bangladesh: Best Practice Case Studies from Bangladesh, Why PPPs Succeed or Fail? PPP Global Best Practice Case.

#### **Suggested Readings:**

Kellerman, L. R. (Eds.), 2009. *Public-Private Partnerships*, Nova Science Pub Inc.

Ghobadian, A. Gallear, D. O'Regan, N. & Viney, H. (Eds.), November 2004. *Public-Private Partnerships- Policy and Experience*, Palgrave Macmillan.

#### **PA 323: Qualitative Research Methods**

The purpose of the course is to equip the students with multiple methodological and analytical skills to conduct qualitative research on relevant problems/ issues in the broader field of public administration/social science. The course attempts to enhance student's insight in different qualitative research methods and understand the philosophy of the social sciences. The prime objective of the course is to broaden the knowledge and understanding of the students about the important tools and techniques of qualitative research.

## **Course Contents:**

### **Introduction to Philosophy of Social Science and knowledge.**

**Epistemology:** Rationalism, Empiricism, Positivism and Constructionism, Research, Theory and Knowledge.

### **Formulating Qualitative Questions and Searching for Research Issues.**

### **Various Approaches to Designing and Conducting Qualitative Research Projects.**

**Qualitative Methods:** Content Analysis, Principles and Approaches In-depth Interviewing, Observational/ Ethnographic Approaches, Participatory Rural Appraisal. Art and Science of Collecting Qualitative Data/ Information.

### **Approaches to Review and Synthesis of Qualitative Research/ Evidence Synthesis, Triangulation of Qualitative Data.**

### **Techniques of Interpreting, and Analyzing Qualitative Data/ Information.**

**Practical Work:** A Small Scale Qualitative Research will be Conducted by Each Student on a Topic Chosen by Him/ Her and Approved by the Course Teacher.

### **Suggested Readings:**

Berg, B. L. & Lune, H. 2012. *Qualitative Research Methods for the Social Sciences*, Pearson.

Holsti, O. R. 1969. *Content Analysis for Social Science and Humanities*, Addison Wisley.

Bodgen, R. & Taylor, S. 2006. *Introduction to Qualitative Research*, New York. Wiley.

Salahuddin, A. 2012. *Essentials of Social Research*, Dhaka, Osder Publications.

Stewart, D. W. Shamdasani, P. N. 1990. *Focus Groups: Theory and Practice*, Newbury Park, CA, Sage Publications.

**Course Teacher will provide a Compendium of 5 to 8 Contemporary Articles/ Papers on Qualitative Research Methods.**

## **PA 324: Administrative Law and Ethics**

This course focuses on the legal problems involved in the creation, functioning, and control of government agencies (other than courts or legislatures) that engage in rule making or adjudication. Particular attention is given to the constitutional constraints on agency action, including those imposed by due process, separation of powers, and the non-delegation doctrine. The investigative functions of agencies and the timing, method, and scope of judicial review of an agency's actions also are covered.

### **Course Contents:**

**Administrative Law:** Meaning, Nature, Scope, Significance, Growth and Development, Constitutional Law, Differences between Administrative Law and Constitutional Law.

**Basic constitutional Principles:** Rule of Law, Meaning, Rule of Law in True and Modern Sense, Rule of Law in Bangladesh-Theory and Practice; Separation of Power, Doctrine of Separation of Power, Practical Effect and Criticism of Separation of Power, Anatomy of Administrative Actions – Legislative, Executive and Judicial Functions, General Distinction.

**Powers of the Administration:** Administrative Power of the Administration, Administrative Discretion, Nature, Scope, Types and Control, Legislative Power of the Administration, Delegated Legislation, Limits and Control of Administrative Legislation, Judicial Power of the Administration, Administrative Adjudication, Advantages and Disadvantages of Administrative Adjudications, Administrative Tribunal, Problems and Control of Administrative, Administrative Tribunal Act-1980 in Bangladesh.

**Control of Administrative Power:** Legislative or Parliamentary Control, Legislative Procedure, Legislative Institutions, Ombudsman, Ombudsman Act in Bangladesh 1980, Ombudsman in Scandinavian Countries and in Britain, Executive Control, Role of Chief Executive & Methods of Executive Control, Judicial Control, Judicial Review in USA, UK, and Bangladesh, Procedural, Writs and Other Control.

**Constitutional Protection to Civil Servant.**

**Public Interest Litigation or Social Action Litigation.**

**Ethics and Administrative Ethics in Context:** Definitions of Morality, Values and Ethics, Influences and Impacts of Ethical Thought on Professionals, Communities, Organizations and Society: Law and Ethics, Religion and Ethics, Identifying Origins of Personal Ethics and its Implications in Practice.

### **Suggested Readings:**

Carter, L. H. & Harrington, C. B. 2000. *Administrative Law and Politics: Cases and Comments*, 3<sup>rd</sup> Edition, USA, Addison Wesleyan Longman.

Fritschler, A. L. & Hoefler, J. M. 1995, *Smoking and Politics: Policy Making and the Federal Bureaucracy*, 5<sup>th</sup> Edition, Prentice Hall.

### **7<sup>th</sup> Semester**

#### **PA 411: Introduction to Public Management**

The purpose of this course is to teach students about public organizations and the challenges facing contemporary public managers. We will learn about the evolution of the field of public administration and public policy, and how the New Public Administration and Reinventing Government movements have affected public management and spawned counter-movements. We will also examine how public managers use performance measurement and benchmarking to measure and achieve results in the public sector. There will be a specific focus on Bangladesh, and on how public managers in Bangladesh manage organization change, solve problems and increase agency/team cohesion. In examining these topics, we will return repeatedly to the closely related topics of leadership and ethics in public sector policy and administration, and to the assumptions about organizational behavior that are embedded in the literature on organizational theory from the classics to the present.

#### **Course Contents:**

##### **The Changing Nature and Emerging Role of Public Sector in Developing Countries.**

**New Public Management:** Concept, Scope and Significance, The Distinctions Between Traditional Public Administration and New Public Management, Main features of New Public Management, New Public Management as a Paradigm Shift.

**Putting the Market and Managerialism First:** The OECD Models of Public Management, Public Administration vs. Managerialism, Role of Government under Market System, Market and Government Failures—Reasons and Implications for Public Sector.

**The State versus Market Debate:** On-going Debate on Privatization of Public Sector Enterprises, Rationale for Privatization, the Impact of Privatization and commercialization, Public Private Partnership (PPP)- as a New and Emerging Trend and Its Implications.

**Strategic Management:** Strategy in the Public Sector, Strategy in the Private Sector, Strategic Planning Models for Public Sector.

**NPM and Quality Concerns in Public Sector:** Public Service Delivery and the Mismatch between Demand and Supply Side, Politics of Quality in Public Sector.

**Marketing in the Public Sector:** Concerns and Rationale, Recent Focus and Emphasis on Marketing Concept in the Public Sector, Typology of Marketing Strategies Adopted by the Public Organizations.

**New Public Management in Developing Countries:** Problems and Potentials.

**Suggested Readings:**

Hughes, O. E. 2012. *Public Management and Administration- An Introduction*, USA, Palgrave.

Bovaird, T. and Löffler, E. (Eds.), 2009. *Public Management and Governance*, London, UK. Routledge.

Khan, M. M., 2009. *From Government to Governance: Expanding the Horizon of Public Administration to Public Management*, Dhaka.UPL.

Monem, M. 2005. *The Politics of Privatization in Bangladesh: Western Solutions, Eastern Problems*, Dhaka. Osder Publications.

**PA 412: Performance Management: Theory and Practice**

The course will help students understand the key concepts and approaches of performance management and its importance in public sector. It will familiarize the students with the techniques of designing performance management system in public sector organizations. In addition to this, the course will shed light on the current practices of performance management in the public sector of Bangladesh as well as on the best practices of public sector performance management systems across the world. Challenges in introducing performance management typically faced by the public sector managers will also be highlighted in the course.

## **Course Contents:**

**Performance Management:** Historical Background, What is Performance? What is Public Performance? How Performance Management is Different from Other Related Concepts, What is Public Performance Management? Why Public Performance Management?

**The Process of Performance Management:** Performance Management as a Process of Management, Performance Management Cycle, Strategic Planning, Models of Strategic Planning, SWOT Analysis of Bangladesh Public Administration.

**Models of Performance Management:** Management by Objectives (MBO), Balanced Scorecard (BSC), Logic Model, Performance Agreements for Individuals, Total Quality Management (TQM), Six Sigma Method.

**Implementation Strategies: Performance Management Roles:** Top Managers, Line Managers, the Role of Employees, the Role of HR.

**Performance Measures in Public Service:** Meaning of Quality, Assessing Quality, Citizen Satisfaction, Mechanisms of Public Service Improvement.

**Practices of Performance Management in Bangladesh:** Assessing Employee Performance, Agency Performance and Governmental Performance.

**Best Practices of Performance Management:** Performance Management in Korea, Program Assessment Rating Tool (PART) in USA, Performance Based Budgeting in Malaysia.

**Challenges of Performance Management:** Difficulties in Identifying Goals, Performance Indicators, Designing a Performance Management System for Bangladesh.

## **Suggested Readings:**

Daniels, A. C. & Daniels, J. E. 2006. *Performance Management: Changing Behaviour that Drives Organizational Effectiveness*, 4<sup>th</sup> Edition, Atlanta, USA. Performance Management Publications.

Osborne, D. & Gaebler, T. 1993. *Reinventing Government- How the Entrepreneurial Spirit is Transforming in Public Sector*, Addison-Wesley.

Bouckaert, G. & Halligan, J. 2008. *Managing Performance: International Comparisons*, London. Routledge.



Boyne, G. & Ashworth, R. 2010, *Organizing Government*, Vol 2, SAGE publications.

World Bank. 1996. "Government that Works: Reforming the Public Sector", Bangladesh, The World Bank.

### **PA 413: International Trade, Protection and Negotiation**

The course provides a sound theoretical and analytical basis for examining and evaluating the causes and consequences of international trade. The main objective of the course is to make the graduate students familiar with the basic aspects of international trade and protectionism. The course is structured around a set of topics which include: the determinants of international trade, international trade and the free market economy, international trade and globalization, international trade and its effects on nation and its governance, international trade theories, gains from trade, economies of scale, balance of payments, exchange rate regime, economic integration, Trade policy negotiations, Approaches and techniques of negotiation, Different types of protectionism and their implications, Political economy of trade policy.

#### **Course Contents:**

**International Trade and the Free Market Economy:** An Overview.

**International Trade and its nature:** The Effects on Culture, Society and Governance.

**International Trade and Globalization:** Nature of Linkages and Impact.

**An Overview of International Trade Theories:** Mercantalism, Absolute Advantage and Comparative Advantage, Heckscher-Ohlin Theory, Leontief's Paradox, Product Life Cycle Theory, New Trade Theory, Porter's Diamond.

**International Trade:** Who Gains and Who Loses? Why and How?

**Balance of Payments:** Components, Nature of Balance of Payment Accounting, Reasons for Balance of Disequilibrium and Its Implication.

**Exchange Rate Regime and International Trade:** Meaning, Foreign Exchange Market and the Functions of Foreign Exchange Market, Participants in Foreign Exchange Market, Types of Foreign Exchange Market, Fluctuations in Foreign Exchange Market and Its Effects.

**Protectionism:** Meaning and Nature, Costs and Benefits of a Tariff, Export Subsidies, Quotas. Trade Policy in Developing Countries: Import-Substituting Industrialization, The Infant Industry Argument, Problems of Import-Substituting Industrialization, Export-Oriented Industrialization: the East Asian Miracle-the Facts of Asian Growth.

**Economic Integration:** Rationale, Different Stages of Economic Integration and How It Affects International Trade and Welfare of a Nation?

**Negotiations and Trade Policy:** The Advantages of Negotiation, Tools, Techniques Process of Trade Negotiation.

**The Political Economy of Trade Policy:** The Role of WTO and International Financial institutions. International Trading Agreements: A Brief History-The Uruguay Round, Trade Liberalization, From the GATT to the WTO, Preferential Trading Agreements.

**Suggested Readings:**

Krugman, P. R. Obstfeld, M. & Melitz, M. 2011. *International Economics- Theory and Policy*, 9<sup>th</sup> Edition, Pearson Education.

Husted, S. and Melvin, M. 2010. *International Economics*, 8<sup>th</sup> Edition, USA, Pearsons Education.

**PA 414: Quantitative Research**

This is an elementary level course to introduce fundamental tools and techniques of statistics and quantitative approaches for social research. The primary goal of the course is to teach the students how to analyze quantitative data from a variety of sources. The course will cover some of the basic tools of statistics with primary focus on descriptive and inferential statistics. Students will learn both the formulae for calculating statistics as well as practical hands-on experience in analyzing large volume of data with the use of SPSS.

## **Course Contents:**

**Part I: Statistical Tools:** Measurement of Central Tendency, Measures of Dispersion, Measurement of Correlation, Linear and Multiple Regressions, Sampling, Hypothesis testing (Chi Square Test), Presentation of Graphical and Numerical Data

**Part II: Quantitative Methods:** Tools, Techniques, Methods and Approaches of Data Entry, Preparation of Spreadsheet, Basic of Data Processing, Practical Session on SPSS, Basic of Data Processing (Microsoft Excel, Access, and SPSS), Use of SPSS (Descriptive and Analytical statistics), Presentation of Data (Graphs/ Charts etc.)

**Part III: Report writing based on the proposal developed earlier.**

## **Suggested Readings**

Parsons, R. 2002. *Statistical Analysis – Decision making Approach*, NY, Harper & Row.

Sullivan, M. 2012. *Fundamentals of Statistics*, McGraw Hill.

**Compendium and Hand Out on Computer Applications (To be prepared by the Course Teacher)**

## **8<sup>th</sup> Semester**

### **PA 421: Managing Innovation and Change in Public Sector**

This course has been designed to provide students with an understanding about organizational change management with a special reference to public sector. Organizational change and innovation appear to be happening with increasing frequency and magnitude in the public and private sectors in both developing and the developed countries. It is understandable that in a world of rapid changes, transforming economies, reforming governments and societies, we are in need of a higher change capacity of public organizations to meet more complex demands for innovation in public services across the globe. The introduction of increased use of appropriate change management strategies and methods are often resisted and therefore identifying the boundaries of change management is important as is identifying the risks and potential mitigation measures. This course will help the students understand the concept of change management through looking at why organizations need to change; discussing the different ways of approaching change; describing a process for successful change management based on case studies; and learning what works and what doesn't work in managing change in the public sector drawing on both academic research and country experiences.

## **Course Contents:**

**Change Management:** Concept, Nature and Dimensions of Change? Different Actors of Change, Environmental Triggers for Change.

**Innovations in Public Services:** Meaning, Nature and Causes of Public Service Innovations, Impact of Public Service Innovations on Service Delivery.

**Need for Change:** Creating a Sense of Urgency, Organization Culture and Igniting Change in Organization.

**Theories of Change Management:** Theories, Models and Approaches.

**Leading Change Management:** Quality of a SMART Change Leader, Motivating People for Change.

**Formulation of Change Management Plan:** Major Theories and Approaches, Stakeholder and SWOT Analysis, Preparing a Change Management Plan Formulation.

**A Framework for Implementing Change:** Mobilising Support, Buying in Support for the Change Strategy, Making the Organisation Move.

**Change Resistance Management Plan:** Theories of Resistance, Preparing a Resistance Management Plan.

**Making the Change Sustainable:** Techniques, Training and Development and Motivation.

**Case Studies of Public Sector Organizations:** Recent Change and Innovation Initiatives in Public Sector in Bangladesh and their Implications—Understanding Who Played What Role in the Process of Change, Why and How?

**Change Management Best Practices:** Global Experiences and Lessons for the Public Sector Organizations in Bangladesh.

## **Suggested Readings:**

Cameron, E and Green, M. 2009. *Making Sense of Change Management*, London. Kogan Page.

Kotter, J. 1996. *Leading Change*, Boston. Harvard Business School Press.

Hayes, J. 2014. *Theory and Practice of Change Management*, 4<sup>th</sup> Edition, New York. Palgrave Macmillan.

Herold, D. M. & Fedor, D. B. 2008. *Leading Change Management*, California. Stanford University Press.

Todnem, R. & Macleod, C. (Eds.), 2009. *Managing Organizational Change in Public Services- International Issues, Challenges and Cases*, New York. Routledge.

## **PA 422: Introduction to Public Policy**

The objective of the course is to familiarize the students with the fundamentals of public policy making. Key concepts, theories, components of policy cycle and the generic instruments of policy making have been the focus of the course. How policy proceeds from idea generation to evaluation through implementation, who are the actors involved in the whole process, which social, political and economic factors act as supporting or constraining forces in the process, what could be the effective approach/es for undertaking an effective policy and for its implementation are discussed in the course. The course will provide the students with relevant knowledge and skills to have an understanding of the complexities of public policy making process.

### **Course Contents:**

**Conceptual Overview:** Public Policy and Public Administration: The Interface, Emergence of Public Policy as a Separate Discipline, Definition, Importance and Features of Public Policy, Features of Effective Policy Making.

**Designing Public Policy: Policy Cycle:** Policy Formulation: Idea Generation, Agenda Setting, Policy Frame working, Policy Implementation, Policy Evaluation.

**Models/Approaches of Policy Making:** Rational, Incremental, Strategic, Stagist Approach, Systems Model, Elite Mass Theory, Public Choice Theory, Society –Centered, State-Centered Approach.

**Policy Content and Context:** What is Policy Content? Types of Policy, Policy Context/ Policy Environment: Social, Political, Economic, Cultural and Governing Context.

**Policy Actors:** Elected officials, Appointed Officials, Interest Groups, Research Organizations, Mass Media, Organization of the State, Organization of the Society, Organization of the International System, Stakeholder Mapping: A practical Tool for Public Sector Managers.

**Policy Implementation:** Implementation as a Part of Policy Process, Why ‘Perfect Implementation’ is Unattainable, Models of Policy Implementation: The Top-Down (Linear model), Bottom-Up (Street-Level Bureaucracy) and Hybrid Theories of Implementation (Advocacy Coalition Framework, Network Approach, Interactive Model).

**Policy Analysis and Evaluation:** What is Policy Analysis? What is Policy Evaluation? Distinction between Policy Analysis and Policy Evaluation. Approaches to Evaluation, Planning and Needs Evaluation, Process Evaluation, Efficiency Evaluation, Impact Evaluation.

### **Suggested Readings:**

Anderson, J. E. 1975. *Public Policy Making*, London. Thomas Nelson and Sons Limited.

Jenkins, W. I. 1978. *Policy Analysis: A Political and Organizational Perspective*, Oxford, Martin Robertson.

Hogwood, B. W. & Gunn, L. A. 1985 *Policy Analysis for the Real World*, Oxford, Oxford University Press.

Grindle, M. S. 1980. *Politics and Policy Implementation in the Third World*, Princeton, New Jersey. Princeton University Press.

Grindle, M. S. and Thomas, J. W. 1991. *Public Choices and Policy Change: The Political Economy of Reform in Developing Countries*, Baltimore and London, John Hopkins University Press.

Fischer, F Miller, G. J. & Sidney, M. S. (Eds.), 2007. *Handbook of Public Policy Analysis: Theory, Politics and Methods*, CRC Press, Taylor and Francis Group.

Howlett, M. & Ramesh, M. 2009. *Studying Public Policy: Policy Cycles and Policy Subsystems*, 2<sup>nd</sup> Edition, Toronto. Oxford University Press.

Kraft, M. E. & Furlong, S. R. 2012. *Public Policy: Politics, Analysis and Alternatives*, 4<sup>th</sup> Edition, Washington, DC. CQ Press.

Osman, F. A. 2004. *Policy Making in Bangladesh: A Study of the Health Policy Process*, Dhaka. AHDP.

## **PA 423: Research Monograph**

Students will be required to conduct an empirical research and produce a research monograph within 25000 word limit. Topics for this research will be identified by the students themselves depending on his or her personal interest which will later be evaluated and finalized by the concerned faculty.

## **MSS 1<sup>st</sup> Semester**

### **PA 511: Public Administration Theories and Debates**

The objective of this course is to revitalize the knowledge about the leading theories and concepts of public administration and the existing debates surrounding them. Critical issues that have gained currency in public administration discourse in contemporary times have been identified and attempts have been made to provide their theoretical explanations. Thus the course will provide the students with a deeper understanding of public administration, equip them with the knowledge and skill to explain the administrative issues in a rational way and above all, make them confident in dealing with administrative matters in their professional life.

#### **Course Contents:**

**Evolving Public Administration:** From Traditional Administrative –Bureaucratic Paradigm to Modern Managerial and Governance Paradigms.

**Decision Making in Public Administration:** Classical Model of Decision Making: Rational Comprehensive Model, Contribution of Public Choice Analysis to Decision making, Critics of Rational Comprehensive Model of Decision Making: Charles Lindblom, Herbert Simon.

**Governance, Democracy & Development:** Governance and Democracy Interface: Legitimacy and Accountability, Democratic Models of Governance: Aggregate Model, Integrative Model, Associative Democracy, Role of the Constituent Elements of Governance in Ensuring Development.

**Good Governance, Transparency and Accountability in Administration:** Dimensions of Transparency in Governance, Instruments of Transparency, Types of Accountability: Horizontal, Vertical, Financial, Democratic, Performance Accountability, Forms of Accountability: Democratic, Market and Administrative.

**Public Participation in Administration:** Participatory Governance and its Theoretical Roots-Liberal Democracy, Neoliberalism, Institutionalism, Communitarism, Where does Participatory Governance Begin? Strength and Weaknesses of Participatory Governance.

**Civil Society & Public Administration:** Definition and Emergence of the Concept: From European Liberal Thought to Neo Liberalism, State Civil Society Relationship, Civil Society, NGOs and Political Parties, Civil Society in Bangladesh.

**Public Sector Corruption:** Understanding the Causes of Corruption-Theoretical Roots: Organizational Culture Theories, Bottleneck Theories, Clientelism, Patrimonialism

**Social Capital & Public Administration:** Definition, Intellectual Heritage of Social Capital, Sources of Social Capital, Role of Social Capital in Public Policy Process.

### **Selected Papers:**

Peters, B. G. 2003. "The Changing Nature of Public Administration: From Easy Answers to Hard Questions"

Drechsler, W. 2013. "Three Paradigm of Governance and Administration: Chinese, Western and Islamic", *Society and Economy*, Vol 34.

Armstrong, P. S. (Edited), "Caliph Ali's Letter To Malik Ashtar".  
Available at: <http://paulsarmstrong.com/articles/caliph-ali-letter-to-malik-ashtar/>

Farazmand, A. 2013. "Governance in the Age of Globalization: Challenges and opportunities for South and South East Asia", *Public organization Review*, Vol. 13, Issue 4, December 2015.

Frederickson, H. G. 2002. "Confucius and the Moral Basis of Bureaucracy", vol. 33, *Administration & Society*, no. 6 610-628.

Wilson, W. 1887. "Study of Administration", *Political Science Quarterly*, 2(2), 197-222.

Shafritz, J. M. & Hyde, A. C. 2012, "Classics of Public Administration", Seventh Edition, (First Chapter), Boston, USA, Wadsworth.

### **Suggested Readings:**

Pollitt, C. & Bouckaert, G. 2004. *Public Management Reform- A Comparative Analysis*, Oxford University Press Ltd.

Fry, B. R. 1989. *Mastering Public Administration; from Max Weber to Dwight Waldo*, Chatham, New Jersey, Chatham House Publishers, Inc.



Morcol, G. 2006. *Handbook of Decision Making*, Taylor and Francis, CRC Press

Levi-Faur, D. (Ed.) 2012. *The Oxford Handbook of Governance*, Oxford University Press.

Denhardt, J. V. & Denhardt, R. B. 2007. *The New Public Service: Serving not Steering*, Expanded Edition, M.E. Sharpe, Armonk, New York, London, England.

### **PA 512: Development Theories and Administration**

This course is designed to equip the students with the analytical, methodological and practical knowledge about different theories of development that emerged over time and also pertinent issues related to development with particular emphasis on developing countries including Bangladesh. The course also intends to examine strategies for accelerated development combined with policies relating to the reduction of poverty and inequality. At the end of the course by critically examining the theory and practice of development administration students should be able to understand the meaning of development from the perspective of Public Administration.

#### **Course Contents:**

**Development:** Concepts Dimensions and Indicators.

**Development Administration:** Emergence, Scope, Distinction between Development Administration and Development Management.

**Theories of Development:** Classical Theories- Development as Growth and Linear-Stages Theories (Rostow's Stages of Growth), Structural Change Model (The Lew's Theory of Development), International Dependence Revolution (Neo-Classical Dependence Model), Market Fundamentalism (Public Choice Theory) and Contemporary Model of Development (The Big Push).

#### **Features of Developed and Developing Countries.**

**Development Planning:** Elements of Planning, Planning Approaches.

**People's Participation in Development:** Approaches and Management.

**Administrative Capacity:** Measurement and Development.

**Role of Different Stakeholders in Development:** Political Parties, Public Bureaucracy, Civil Society.

### **Suggested Readings:**

Todaro, M, P, & Smith, S, C, 2003, *Economic Development*, 10<sup>th</sup> Edition, Delhi, Pearson Education.

Hye, H. A. (Ed.). 2000. *Governance: South Asian Perspective*, Dhaka, University Publication Limited.

Islam, N. 1993. *Development Planning in Bangladesh*, Dhaka, University Press Ltd.

Sapru, R. K. 1994. *Development Administration*, New Delhi, Sterling Publishers Pvt Ltd.

Grieve, R. H. & Huq, M. M. 1995. *Bangladesh Strategies for Development*, Dhaka, University Press Limited.

### **PA 513: Organizational Behavior**

This course will provide the students with a comprehensive knowledge on organizational behavior by focusing on all its four key aspects: individual and group behavior, structure and process of organization. Students will gain both theoretical knowledge and practical skills to deal with the pertinent issues of organization including: motivation, communication, conflict resolution, decision making, team building, and group dynamics.

#### **Course Contents:**

**Organizational Behaviour:** Meaning, Meaning Elements, Goals, Importance, Forces, Concept of Organization and Its Nature, Models of Organizational Behaviour. Approaches to Understanding Behaviour in Organization.

**Individual Behaviour:** Meaning, Nature, Elements of Individual Behaviour, Factors Influencing the Aspects of Individual Behaviour, Perception, Attitudes, Personality, Values, Learning and Motivation.

**Group Behaviour:** Meaning, Nature, Components of Group Behaviour, Team Formation and Managing Team, Group Dimensions and Dynamics, Inter and Intra Group Behaviour.

**Organizational Processes:** Organizational Processes Affecting Organizational Behavior; Decision Making Process, Communication Process and Leadership Process, Theories and Models on these Processes.

**Organization Structure:** Hierarchy, Span of Control, Organization Chart, Decentralization, Centralization.

**Behavioural Issues in Organization:** Concept of Organizational Culture, Organizational Conflict, Organizational Change, Innovation and Development.

**Stress and Counseling:** Stress: Concept, Causes, Approaches to Stress Management; Counseling- Concept, Need, Types, Approaches to Counseling.

**Suggested Readings:**

Harris, O.J. & Hartman, S. J. 2002. *Organizational Behaviour*, New York, Best Business Books.

Stroh, L. K. Northcraft, G. B. & Neale, M. A. 2002. *Organizational Behavior: A Management Challenge*, New Jersey, Lawrence Erlbaum Associates.

Hofstede, G. 2005. *Cultures and Organizations, Software of the Mind: Intercultural Cooperation and Its Importance for Survival*, Harper Collins Business.

Jamil, I. 2007. *Administrative Culture in Bangladesh*, 1<sup>st</sup> Edition, Dhaka ,AHDPH.

Robbins, S. P. 2014. *Organizational Behavior*, 16<sup>th</sup> Edition, Prentice- Hall.

Luthans, F. 2008. *Organizational Behavior*, 11<sup>th</sup> Edition, McGraw-Hill, New York.

**PA 514: Contemporary Issues and Problems of Public Administration in Bangladesh**

The course reviews and discusses contemporary major debates and perspectives in public administration in the context of Bangladesh. The major aim of the course is to help the students understand and analyze current issues and debates relating to Public Administration.

**Course Contents:**

Current National Debates Relating to Public Administration, Local Governance, Parliament, Judiciary, Constitutional Bodies, Public Services, Public Institutions, BPATC, PSC, ACC, HRC, Information Commission.

### **Suggested Readings:**

Ali, AMM. S. 2007. *Civil Service Management in Bangladesh*, UPL.

Zafarullah, H. & Khan, M. M. 2005. *The Bureaucratic Ascendancy: Public Administration in Bangladesh: The First Three Decades*, Dhaka, AHDPH.

### **MSS 2<sup>nd</sup> Semester**

#### **PA 521: Classics in Governance and Public Administration**

The course aims to provide the students an in-depth understanding of the philosophical base and framework of public administration as an art and discipline. The course will introduce selected classic books to the graduate students with a view to identify, understand and analyze the fundamental philosophical premise, concepts, theoretical and analytical framework and approaches to understand the practices of social sciences with particular emphasis to public administration. Prime focus of the course is to comprehend the philosophical premise of the book, prime assumptions and arguments and its implications on the study of public administration. The course will help the students assess and understand public administration from historical perspective and appraise the theoretical content of the literature of public administration.

#### **Course Contents:**

1. Introduction to Classics in Public Administration and Governance, Importance and Role in Understanding Governance and Public Administration in Modern Time.
2. Categories of Classics, Oriental and Occidental Classical Literature on Governance and Public Administration, their Socio-Philosophical Context and Content, Similarities and Differences.
3. Selected Texts (Concerned Faculty will Choose Any **Two of the Following**)
  - a. Arthashastra of Kautilya, or Analects of Confucius or Manusmriti
  - b. The Republic of Plato or The Prince of Machiavelli, or Counsel for the Kings of Gazzali.
4. Compulsory Readings: Classic letters of Ali Ibn Abu Taleb and Atish Dipanker

5. Comparative Analysis between Classical and Modern Perspectives of Governance. Relevance and Applicability of Different Classical Thoughts in Modern Governance and Administration.

**Suggested Readings:** Manusmriti: The Laws of Manu, c. 1500 BCE Translated by G. Bühler Source: Indian History Sourcebook

Kautilya's Arthashastra Translated into English by R. Shamasastri

Analects of Confucius

### **PA 522: Comparative Public Administration**

This course aims to identify common themes in public administration literature by comparing administrative rules, procedures and practices across the developing and developed countries. While doing that, the course will concentrate on answering some basic questions which include, ‘what is public administration?’, and ‘what is the role of the state in society?’ However, existing literature on public administration mainly focuses on the western countries and as such lack explanatory power when applied to Asian administrative contexts. Therefore, the second objective of this course is to explore the validity of these themes when applied to an Asian context.

#### **Course Contents:**

**Theories, Methods, and Issues in Comparative Public Administration:** Introduction and Comparative Methodology, Framework for Comparison, Public Administration and Culture.

**Relationship between the State and Society:** Organizations Interacting with State and Society, Democratization and Civic Participation, Relationship between Types or Organizations and Types of Regimes.

**Administration and Development:** Public Administration in a Global Context, Bridging the Gaps of Theory and Practice between Western and Non-Western Nations.

**Theories and Approaches to Comparative Public Administration:** Historical and Institutional Perspectives of CPA, Evolution of CPA, Contemporary Theories and Approached to Studying CPA.

**Diversity of Administrative Systems in Context: Cases and Issues:** European Model of Administration (focus on England), USA, The Asian Tigers and South Korea, Japan, China.

**Diversity of Electoral Process:** FTPT, Proportional System, Mixed System, Block System.

**Public Administration in South Asia:** Bangladesh, India, Pakistan.

**Suggested Readings:**

Pollitt, C. & Bouckaert, G. 2004. *Public Management Reform: A Comparative Analysis*, Oxford, Oxford University Press.

Peters, G. 1994. "Theory and Methodology in the Study of Comparative Public Administration".

Putnam, R. 1994. *Making Democracy Work*, Princeton, Princeton University Press.

Riggs, F. W. (Ed.), 1971. *Frontiers of Development Administration*, Duke University Press.

Riggs, F. W. 1964. *Administration in Developing Countries: The Theory of Prismatic Society*. Boston, Houghton Mifflin Co.

Farazmand, A. 2000. *Handbook of Comparative and Development Public Administration*, New York, Marcel Dekker, (Chapters 6, 30, 31, 69, 74).

**PA 523: Public Policy Analysis**

The broader objective of the course is to orient and familiarize the students with the conceptual links between public policy, good governance and the implications of new public management in the context of policy making process of Bangladesh. The course also attempts to give a broader conceptual understanding and practice of policy analysis and introduces some selected qualitative and quantitative tools of policy analysis.

**Course Contents:**

**Review and Analysis of the Contemporary Concepts, Theoretical Discourses of Policy and Policy Models, Policy Studies and Policy Analysis.**

**Approaches of Policy Analysis:** More Art than Science, Eight fold Path of Policy Analysis and Policy Research, Political approach, Technical Approaches, Institutional Approaches, Process Approaches.

**Tools of Policy Analysis:** Qualitative Tools (Priority Analysis, Risk Analysis and Mitigation Plan, Force Field Analysis) and Quantitative Techniques, Economic Rate of Return (ERR), Internal Rate of Return (IRR), Cost Benefit Analysis, Externality Assessment.

The Course will have a Dedicated Session on Policy Colloquium. The Colloquium will be handled by Reputed Senior Professionals from Public Sector/ Third Sector and Development Partners. The Prime Objective of the Colloquium is to Orient the Students to Understand and Assess the Policy Dynamics and the Determinants. Based on the Colloquium and the Course Content, the Students will have to Prepare Policy Analysis Brief as Partial Fulfillment of the Course.

**Suggested Readings:**

**A 200 page Compendium will be Provided with Basic Text Materials. Additional Readings will Include the Followings:**

Bardach, E. 2011, *A Practical Guide for Policy Analysis: The Eightfold Path to More Effective Problem Solving* 4<sup>th</sup> Edition, New York, Chatham House Publishers, New York.

Stone, D. 2002. *Policy Paradox: The Art of Political Decision Making*, Revised (Ed.), New York, Norton.

Fischer, F. Miller, G. J. & Sidney, M. S. 2007. *Hand Book of Public Policy- Theory, Politics, and Methods*, London, CRC Press, Taylor and Francis Group.

Kingdon, J. W. 2003. *Agendas, Alternatives, and Public Policies*, New York, Longman.

Mead, L. M. 2004. *Government Matters: Welfare Reform in Wisconsin*, Princeton, Princeton University Press.

Munger, M. C. 2000. *Analyzing Policy: Choices, Conflicts and Practices*, Norton, New York.

Howlett, M. & Ramesh, M. 2009. *Studying Public Policy: Policy Cycles and Policy Subsystems*, 2<sup>nd</sup> Edition, Toronto, Oxford University Press.

Baumol W. J. September 1968. "On the Social Rate of Discount," *American Economic Review*, Vol. 58, No. 4 pp. 788-802.

Bellinger, W. K. 2007. *The Economic Analysis of Public Policy*, London, Routledge.