

1<sup>st</sup> page

# **SYLLABUS**

**Bachelor of Social Sciences (BSS)**

**Master of Social Sciences (MSS)**

*(With effect from 2021)*

**DU Logo**

**Department of Public Administration  
University of Dhaka  
Dhaka-1000**

2<sup>nd</sup> page

## **University of Dhaka**

University of Dhaka is the oldest public university in Bangladesh and a centre of teaching, learning and research. Since 1921, the motto of this institution has been declaration of its commitment to attract and support those who have the drive to shape this World a better place. This university has a unique feature of having distinguished scholars as faculties who have enriched the global pool of knowledge by making notable contributions in the fields of teaching learning and research. Generation of new knowledge and its dissemination to the society is the core mission of the University. As an institution of academic excellence, the University has been shouldering the responsibility of fostering the transformation processes of the students and the country as a whole keeping up with the demands of the ever-evolving society and learning environment.

## **Department of Public Administration**

Established in 1972, the Department of Public Administration is one of the leading Departments in the University system with remarkable excellence in teaching, learning and advanced research. This department encourages bold thinking, curiosity and initiative so that one can realize his or her full potential. The students and faculty of this department continuously tend to embrace innovation and challenge the status quo, putting this department at the forefront of learning, creative thinking and academic engagement within the faculty of social sciences.

Since its establishment, the department has been conducting undergraduate and postgraduate academic programmes in terms of offering BSS (Honours), MSS, MPhil and PhD degrees. The four-year BSS and one-year MSS programmes of the department have strong theoretical and practical orientations in the field. A total of 128 credit hours are needed for the completion of four-year BSS programme which are distributed among mandatory 32 courses (4 credits each) offered in eight semesters. One year Masters programme requires 32 credit hours offering 8 courses (4 credits each) in two semesters.

This MPhil/PhD programme of this department provides a route for students to carry out their own research project: an investigation that will eventually contribute to the field of knowledge within the realm social sciences in general and public administration, governance and public policy in particular. Students will work closely with supervisor(s) to develop each stage of research. Supervisors will also help put together a programme of additional courses and activities to support progress towards the completion of the thesis.

**3<sup>rd</sup> page**

**The Faculty Members**

**Chairman**

Professor Dr. Mobasser Monem

**Professors**

Dr. Nazmul Ahsan Kalimullah (on deputation)

Dr. Musleh Uddin Ahmed

Dr. Aka Firowz Ahmad

Dr. Akhter Husain

Dr. Mobasser Monem

Mrs. Firdous Zareen

Dr. Ferdous Arfina Osman

Dr. Naznin Islam

Dr. Momtaz Jahan

Dr. Syeda Lasna Kabir

**Associate Professors**

Mr. Abu Hossain Muhammad Ahsan

Dr. Nusrat Jahan Chowdhury

Dr. Sadik Hasan

**Assistant Professors**

Md. Shahriar Islam (On study leave)

Mohammad Bashir Mia Khadem

Mrs. Adila Reza Hasan

Arifur Rahman Bhuiyan

**Lecturers**

Marylin D` Rozario (On study leave)

Aaqib Zahid

4<sup>th</sup> page

## Summary of the Curricula

### Bachelor of Social Sciences (Honours)

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

#### *B.S.S. 1<sup>st</sup> Semester*

Course Number	Course Title	Total Marks	Credit Hours
PA 111	Fundamentals of Public Administration	100	4
PA 112	Fundamentals of Political Science	100	4
PA 113	Fundamentals of Sociology	100	4
PA 114	Fundamentals of Management	100	4

#### *B.S.S. 2<sup>nd</sup> Semester*

Course Number	Course Title	Total Marks	Credit Hours
PA 121	Public Administration in Bangladesh	100	4
PA 122	Human Resource Management: Concepts and Theories	100	4
PA 123	Local Government and Development Management (with field attachment)	100	4
PA 124	Fundamentals of Economics	100	4

#### *B.S.S 3<sup>rd</sup> Semester*

Course Code	Course Title	Total Marks	Credit Hours
PA 211	Governance: Theories and Application	100	4
PA 212	Administrative Law	100	4
PA 213	Human Resource Management in Bangladesh Civil Service	100	4
PA214	Gender, Administration and Development	100	4

***B.S.S 4<sup>th</sup> Semester***

<b>Course Code</b>	<b>Course Title</b>	<b>Total Marks</b>	<b>Credit Hours</b>
PA 221	Public Financial Management	100	4
PA 222	Project Management	100	4
PA 223	Management of Banks and Financial Institutions	100	4
PA 224	Environment and Disaster Management	100	4

***B.S.S 5<sup>th</sup> Semester***

<b>Course Code</b>	<b>Course Title</b>	<b>Total Marks</b>	<b>Credit Hours</b>
PA 311	Introduction to Social Research	100	4
PA 312	Land administration in Bangladesh	100	4
PA 313	Urban Governance and Development	100	4
PA 314	Emergency and Security Management	100	4

***B.S.S 6<sup>th</sup> Semester***

<b>Course Code</b>	<b>Course Title</b>	<b>Total Marks</b>	<b>Credit Hours</b>
PA 321	Organizational Behaviour	100	4
PA 322	Qualitative Research Methods	100	4
PA 323	Management of Social Welfare and NGOs in Bangladesh	100	4
PA 324	Entrepreneurship and Business Development	100	4

***B.S.S 7<sup>th</sup> Semester***

<b>Course Code</b>	<b>Course Title</b>	<b>Total Marks</b>	<b>Credit Hours</b>
PA 411	Introduction to Public Management	100	4
PA 412	Performance Management: Theory and Practice	100	4
PA 413	Ethics and Professionalism in Public Administration	100	4
PA 414	Quantitative Research	100	4

### ***B.S.S 8<sup>th</sup> Semester***

<b>Course Code</b>	<b>Course Title</b>	<b>Total Marks</b>	<b>Credit Hours</b>
PA 421	Introduction to Public Policy	100	4
PA 422	International Trade & Political Economy	100	4
PA 423	Research Monograph	100	4
	Viva-Voce* and Comprehensive (50+50)	100	4

### **Master of Social Sciences (MSS)**

<b>Course Number</b>	<b>Course Title</b>	<b>Total Marks</b>	<b>Credit Hours</b>
<b><i>1<sup>st</sup> Semester</i></b>			
PA 511	Public Administration: Theories and Discourses	100	4
PA 512	Development Theories and Administration	100	4
PA 513	Public Policy Analysis in Bangladesh	100	4
PA 514	Global and Regional Public Administration: Comparative Perspective	100	4
<b><i>2<sup>nd</sup> Semester</i></b>			
PA 521	Classics in Governance and Public Administration	100	4
PA 522	Contemporary Issues and Problems of Public Administration in Bangladesh	100	4
	As an alternative to the PA 522 course, there is a provision for a Master's thesis meant for the top Graduate students.		
PA 523	Managing Innovation and Change in Public Sector (with public organization attachment)	100	4
	Viva-Voce* and Comprehensive (50+50)	100	4
<b>Total</b>	<b>8 courses</b>	<b>800</b>	<b>32</b>

*7<sup>th</sup> page*

## **BSS Honours**

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

#### ***PA 111: Fundamentals of Public Administration***

##### **Course Description:**

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, processes and different contexts of public administration will be covered. Upon completion of the course, students will be able to gain a basic understanding of public administration.

##### **Course Learning Objectives:**

Upon completion of this course the student should be able to:

- Understand the basic concepts of Public Administration and its role in managing public affairs.
- Get introduced with different theories of organization as the foundation of public administration theories.
- Demonstrate an understanding about performances and challenges of public administration in different contexts.

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

1. Basic Concepts of Public Administration
2. Origin and Growth of Public Administration as an academic discipline
3. Organization theories and Public Administration
4. Organization in Public Administration
5. Structure of Public Administration
6. Administrative Processes

7. Public Administration in different contexts and its challenges

**Unit-wise Classes:**

<b>Unit</b>	<b>Unit Topic</b>	<b>Number of Classes</b>
1	<b>Basic Concepts of Public Administration:</b> Meaning and Definitions of Public Administration, Its Scope and Importance, Public Administration and State, Society and government, Difference between Public and Private Administration	<b>3</b>
2	<b>Origin and Growth of Public Administration as an Academic Discipline:</b> Growth; Debates and Paradigms of Public Administration; Relation with other disciplines in social sciences.	<b>3</b>
3	<b>Different Organization Theories and Their Applicability in Public Administration:</b> Classical Theories: Scientific Management; Administrative Management and Bureaucratic Management Neo-classical: Human Relations; Motivational theories Modern: System and Contingency theory; Institutional theories	<b>5</b>
4	<b>Organization in Public Administration:</b> Role and Functions of Organization, Basic Elements of Organizations, Formal and Informal Organizations, Bureaucracy, Different Types of Public Organizations, Evolution of Public Organization.	<b>3</b>
5	<b>Structure of Public Administration:</b> Legislature, Executive, Judiciary, Central and Field Administration, Local Government, Corporations, Autonomous Bodies.	<b>4</b>
6	<b>Administrative Processes:</b> Leadership, Decision Making, Communication, Control and Accountability.	<b>3</b>
7	<b>Public Administration in Different Context and its Challenges:</b> Developed and Developing countries; Global village; and in the era of Information Communication technology.	<b>3</b>

**Suggested Readings:**

Rabin, J, Hildreth, W.B and Miller G.J. 2001. Handbook of Public Administration. 2nd Edition, Marcel Dekker, New York, USA, McGraw Hill.

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



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

Basu, R. 1994. Public Administration: Concepts and Theories. New York, Sterling Publishers.

Nigro, F. A. & Nigro, L.G. 1984. Modern Public Administration, 7th Edition, New York, Harper & Row.

Stillman, R. J. 1996. Public Administration: Concepts and Cases, 6th Edition, Houghton Mifflin Company.

## ***PA 112: Fundamentals of Political Science***

### **Course Description:**

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 Learning Objectives:**

Students who successfully complete this course will be able to:

- Equip themselves with the basic principles, functions and foundations of modern state system.
- Make familiar with the diverse concepts related to politics.
- Get an opportunity to have an in-depth understanding on political philosophers.
- Deal with the key issues in contemporary Bangladesh politics and government that affects functioning of democracy in Bangladesh.

### **Course Contents:**

1. Basic Concepts of Politics
2. Concepts Related with State
3. Constitution and Constitutionalism
4. Nation and Nation-State
5. Political Philosophers
6. Political Process
7. Political Culture
8. Politics-Administration Interface

**Unit-wise Classes:**

<b>Unit</b>	<b>Unit Topic</b>	<b>Number of Classes</b>
1	<b>Basic Concepts of Politics:</b> Defining Politics, Power, Obligation, Legitimacy, Authority, Sources of Authority, Uses of Authority and Power- Coercion, Consent, Sovereignty.	<b>3</b>
2	<b>Concepts Related with State:</b> Evolution of the Concept of State and Related Theories.	<b>3</b>
3	<b>Constitution and Constitutionalism:</b> Basic Theories on Constitutionalism.	<b>2</b>
4	<b>Nation and Nation-State:</b> Nation-Building and Nationalism, Growth of Nationalism, Nation-Building and State Formation in Bangladesh.	<b>2</b>
5	<b>Political Philosophers:</b> 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)	<b>4</b>
6	<b>Political Process:</b> Defining Political System and Identifying its Components, Forms of Political System (Emphasis on Democracy), Electoral Systems, Public Opinion and Election, Political Process in Bangladesh	<b>5</b>
7	<b>Political Culture:</b> Types and Classification of Political Culture, Growth of the Existing Political Culture in Bangladesh- the Process.	<b>2</b>
8	<b>Politics-Administration Interface:</b> 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.	<b>3</b>

**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*. 10(2): 69-83.

Jahan, F. & Shahan, A. M. 2008. Politics-Bureaucracy Relationship in Bangladesh: Consequences for the Public Service Commission. *Public Organization Review*, 8 (4): 307-328.

Porter, J.M. 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.

## ***PA 113: Fundamentals of Sociology***

### **Course Description:**

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

### **Course Learning Objectives:**

Students who successfully complete this course will be able to:

- Gain familiarity with the wide range of concepts related to Sociology having relevance with governance.
- Gain knowledge on the basic principles, functions and foundations of modern society
- Have an in-depth understanding on social interaction, social stratification, social institutions, social change.
- Deal with the key issues in contemporary Bangladesh society, development and governance in Bangladesh.

### Course Contents:

1. Introduction and Concepts
2. Culture
3. Social Institutions
4. Economic Institutions
5. Political Institutions
6. Socialization and Development
7. Social Interaction and Social Group
8. Deviant Behavior and Social Control
9. Social Stratification
10. Social Conflict
11. Social Change

### Unit-wise Classes:

Unit	Unit Topic	Number of Classes
1	<b>Introduction:</b> Concept, Relationship with Other Social Sciences, Emergence of Sociology, Sociological Perspectives	3
2	<b>Culture:</b> Concept of Culture, Component, Subculture, Cultural Lag, Hofstede's Dimensions of National Culture.	2
3	<b>Social Institutions:</b> Concept, Nature/Types and Functions of Family and Marriage, Religion, Community; education and society.	2
4	<b>Economic Institutions:</b> Property, Inheritance, Market and Production, Division of labour, MNCs, TNCs.	2
5	<b>Political Institutions:</b> Conceptualizing power, Political systems, Role of Political Institutions in Strengthening Democratic Process in Bangladesh, Global governance: World Bank, IMF	3
6	<b>Socialization and Development:</b> Culture, society and child socialization, Agents of Socialization- Family, School, peer, Mass media; Theories of child Development, Gender Socialization.	2
7	<b>Social Interaction and Social Group:</b> Types of Social Interaction, Elements of Social Interaction, Nature of Groups, Functions of Group.	2

8	<b>Deviant Behavior and Social Control:</b> Functional and Dysfunctional side of Deviance, Mechanism of Social Control, Theories of Deviance.	<b>2</b>
9	<b>Social Stratification:</b> Nature of Social Stratification, Stratification System, Dimension, Theories of Stratification.	<b>2</b>
10	<b>Social Conflict:</b> Factors of Conflict, Causes of Conflict, Resolution of Conflict.	<b>2</b>
11	<b>Social Change:</b> Sources of Social Change, Theories of Social Change.	<b>2</b>

### **Suggested Readings:**

Giddens. A. 2009. Sociology, London, The Polity Press.

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, New York, Free Press.

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

## ***PA 114: Fundamentals of Management***

### **Course Description:**

This is an introductory course designed to help students develop an understanding of the essentials of managing. The course explores the basic concepts and processes of management. The aim of the course is to provide theoretical and conceptual grounding in practices of management as a field of study. The course intends to provide students an insight into the core issues of management: planning, organizing, staffing, controlling, directing, coordinating, supervision, managing information and information technology. It also highlights issues of ethics and social responsibility. At the end of the course students will develop an understanding related to core managerial functions as needed in today's competitive world.

### **Course Learning Objectives:**

At the end of the course students should be able to:

- Have a clear understanding of the concept of management, its role and skills needed to undertake managerial activities.
- Demonstrate a basic understanding of management functions such as planning, organizing, directing, controlling, staffing and coordination.
- Understand the importance of factors and forces managers must confront both internal and external to the organization.

**Course Contents:**

1. Nature and Functions of Management
2. Management and Society
3. Planning
4. Organizing
5. Directing
6. Coordinating
7. Supervision
8. Controlling
9. Staffing
10. Managing Information and Information Technology

**Unit-wise Classes:**

Unit	Unit Topic	Number of Classes
1	<b>Nature and Functions of Management:</b> Organizations and the Need for Management, the Management Process, Management Levels and Skills, Management issues and challenges Role of Managers	4
2	<b>Management and Society:</b> The External Environment, Social Responsibility and Ethics.	2
3	<b>Planning:</b> Nature and Purpose of Planning, Types of Plans, Steps in Planning and the Planning Process	2
4	<b>Organizing:</b> 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.	2

5	<b>Directing:</b> Purpose and Elements of Direction, Requirements of Effective Direction.	<b>3</b>
6	<b>Coordinating:</b> Needs, Requisites, Types and Techniques of Coordination, Problems of Coordination	<b>2</b>
7	<b>Supervision:</b> Nature and Purpose, Types and Aspects of Supervision, Key Supervisory traits and Tasks	<b>2</b>
8	<b>Controlling:</b> The Basic Control Process, Critical Control Points and Standards, Types of Controls, Requirements of Effective Control, Control Techniques.	<b>3</b>
9	<b>Staffing:</b> Managing Human Resources in Organizations.	<b>2</b>
10	<b>Managing Information and Information Technology:</b> Information and the Manager, Types of Information Systems, Managing Information Systems, Information and Control, the Impact of Information Systems on Organizations.	<b>2</b>

### **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. 2012. Management-Principles and Practices. 11<sup>th</sup> Edition, United States, Thomson South-Western.

Massie, J. L. 1987. Essentials of Management, 4<sup>th</sup> Edition, New Delhi, Prentice Hall India Learning Private Limited.

Robbins, S.P., Coulter, M. & Vohra, N. 2010. Management. India, Dorling Kindersley Pvt. Ltd.

Stoner, J. A. F. Freeman, R. E. & Gilbert, Jr. D. R. 1995. Management, 6<sup>th</sup> Edition, New Delhi, Pearson Educaton.

Wehrich, H. Koontz, H. & Cannice, M. V. 2013. Management -A Global, Innovative and Entrepreneurial Perspective, 14<sup>th</sup> Edition, New Delhi, McGraw-Hill Education Private Limited.

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

### ***PA 121: Public Administration in Bangladesh***

#### **Course Description:**

The course largely intends to introduce students with the basic philosophy, structure and functioning of Bangladesh public administration. The course provides an overview of the public administration system, functioning of various regulatory bodies, and an evaluation of administrative reform initiatives. In this connection, the course discusses the historical

background of Civil Service System in British India, United Pakistan and Bangladesh. It also aims to deepen understanding of the structure, functions and challenges encountered by the Constitutional bodies in Bangladesh. At the end of the course, the students would be able to have a basic knowledge about the public administration system in Bangladesh.

### Course Learning Objectives:

At the end of the course students should be able to:

- Have a clear knowledge about the structure and functions of various constitutional bodies
- Understanding the constitutional basis of public administration.
- To understand the functioning of various regulatory and administrative bodies in Bangladesh.

### Course Contents:

1. Bangladesh Constitution
2. Historical Background of Public Administration in Bangladesh
3. Structure of Public Administration in Bangladesh
4. Constitutional Bodies in Bangladesh
5. Judiciary and its Structure
6. Legislature and its Structure
7. Other Important Bodies
8. Administrative Reforms
9. Regulatory Bodies

### Unit-wise Classes:

Unit	Unit Topic	Number of Classes
1	<b>Bangladesh Constitution:</b> Philosophy of the Constitution of the People's Republic of Bangladesh, Provisions Related to Public Administration, Recent Developments and Amendments of the Constitution	4
2	<b>Historical Background of Public Administration in Bangladesh:</b> 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.	4



3	<b>Structure of Public Administration in Bangladesh:</b> 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.	3
4	<b>Constitutional Bodies in Bangladesh:</b> Structure, Functions, Success and Failure (EC, CAG and PSC’).	3
5	<b>Judiciary and its structure:</b> History of the Judiciary, Structure and functions, Executive Control over the Judiciary, Separation of Powers and Judicial Independence, Judicial Accountability	2
6	<b>Legislature and its function:</b> Constitutional basis and Structure of the legislature, Parliamentary Committees, Law making process, Administrative and Financial role of parliament.	3
7	<b>Other Important Bodies:</b> ACC, Information Commission, Planning Commission, Human Rights Commission	3
8	<b>Administrative Reforms:</b> Different administrative reforms initiatives in Bangladesh	2

### Suggested Readings:

Ali, S. A.M.M. 2007. Civil Service Management in Bangladesh, Dhaka, University Press Limited.

Ali, S. A.M.M. 2004. Bangladesh Civil Service: A Political Administrative Perspective, Dhaka, University Press Limited.

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.

Khan, A.A. 2015. Gresham's Law Syndrome and Beyond: An Analysis of the Bangladesh Bureaucracy, Dhaka, University Press Limited.

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

Khan, M.M. 2013. Administrative Reforms in Bangladesh, Dhaka, University Press Limited.

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

## ***PA 122: Human Resource Management: Concepts and Theory***

### **Course Description:**

This is an introductory course that examines the importance of managing an organization's most valuable assets, its people. HRM is an essential function of both public and private sector organizations. HRM is a fundamental component of the competitiveness, effectiveness, and sustainability of any organization as it influences who is hired, how they are trained, evaluated, compensated, and what steps are taken to retain them. The course attempts to enhance student's insight to explain the objectives and responsibilities of HRM in an organization as well as the challenges facing managers and employees in today's work environment. The prime objective of the course is to broaden the knowledge and understanding of the students about the major concepts and techniques of HRM and their application.

### **Course Learning Objectives:**

Students who successfully complete this course will be able to:

- Define the changing role of HRM in today's business climate.
- Identify the key functions of HRM and develop critical understanding of people and the organizations they work for.
- Comprehend the expanding role of HRM in strategic planning.
- Have a clear idea about the skills, techniques, and knowledge necessary to undertake managerial role in organizations.

### **Course Contents:**

1. Introduction to HRM
2. Strategic Human Resource Management
3. Human Resource Planning
4. Recruitment and Selection
5. Training and Development
6. Job Analysis
7. Performance Appraisal.
8. Wage and Salary
9. Career Management
10. Collective Bargaining and Labor Relation
11. Compliance

### Unit-wise Classes:

Unit	Unit Topic	Number of Classes
1	<b>Introduction to HRM:</b> Meaning, Scope, Function, and Significance of HRM, Historical Development and the Philosophy of HRM, Various Theoretical Issues Relating to HRM.	3
2	<b>Strategic Human Resource Management:</b> Concept of Strategic HRM, Concept of Competitive Advantage, Cost Leadership, Differentiation, HR's Role as a Strategic Partner.	2
3	<b>Human Resource Planning:</b> Definition, Importance, and Process of Human Resource Planning.	2
4	<b>Recruitment and Selection:</b> Concept of Recruitment and Selection, Sources of Recruitment, Selection Process and Placement	2
5	<b>Training and Development:</b> Concept of Training and Development, Determining Training Need Assessment, Methods of Training, Evaluation of Training Effectiveness.	2
6	<b>Job Analysis:</b> Concept, Steps in Job Analysis, Methods of Collecting Job Analysis Information, Job Description, Job Specification, Job Design, Job Evaluation.	3
7	<b>Performance Appraisal:</b> Concept, Appraisal Process, Appraisal Methods.	2
8	<b>Wage and Salary:</b> Concept, Objectives, and Determinants of Wage and Salary.	2
9	<b>Career Management:</b> Career, Career Development, Career Planning, Career Stages, Managing Career.	2
10	<b>Collective Bargaining and Labor Relation:</b> Concept, Components of Collective Bargaining Process, Reasons for Joining Trade Union, Process of Collective Bargaining, Concept of Industrial Relation and Its Importance.	2
11	<b>Compliance:</b> Customer Compliance, Employee Compliance.	2

### Suggested Readings:

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

Dessler, G. 2006. Human Resource Management. New Jersey, Prentice Hall Inc.

Gomez -Mejia, L.R. Balkin, D. B. (1998). Managing Human Resources. New Jersey, Prentice Hall.

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

Belcourt, M. et al. 2006. Managing Human Resources. Canada, Nelson.

## ***PA 123: Local Government and Development Management***

### **Course Description:**

This course will provide an overview of the contemporary discourse on decentralization, local government and local development with a special reference to Bangladesh by combining the theories and practice. This course will attempt to answer some important questions by examining a broad range of issues facing decentralization and local governments in Bangladesh. Some of these questions will include the following: what kinds of problems do local governments face? How have local governments attempted to solve problems related to central government's dominance, local government's minimal or no control over locally posted central ministry's bureaucrats, low level of own source revenue and overall finances, and the provision of public services? How do local governments respond to pressure from local citizens, groups and their increasing level of expectations? How do the problems faced by urban local governments differ from the problems of rural local government?

### **Course Learning Objectives:**

Upon completion of this course the student should be able to:

- Make them familiar with the concepts and issues of local government and local development.
- Understand the strengths as well as the weaknesses of local government institutions in terms of their capacity, finance, local control over local service delivery and local level planning.
- Gain useful insights about the dynamics of local development efforts, their justification and functioning of local government in Bangladesh as a core institution engaged in local development.

### **Course Contents:**

1. Decentralization and local government
2. Evolution of Local government systems in Bangladesh
3. Local government capacity development
4. Local government's control over local administration and service delivery
5. Local government finance

6. Local level Planning and Budgeting in Bangladesh
7. Local government accountability, transparency and participation in Bangladesh
8. Innovations in rural and urban local governance in Bangladesh.
9. Major challenges and emerging issues of local governance and local development management in Bangladesh
10. International Best Practices of local governance

**Unit-wise Classes:**

<b>Unit</b>	<b>Unit Topic</b>	<b>Number of Classes</b>
1	<b>Decentralization and local government:</b> Local government and local development, definition, concepts and approaches, rationales. How local government contributes to local development?	4
2	<b>Evolution of local government systems in Bangladesh:</b> Constitutional basis, legal framework, structure, composition and functions	3
3	<b>Local government capacity development:</b> Meaning, Approaches, Issues and Challenges.	2
4	<b>Local government's control over local administration and service delivery</b>	3
5	<b>Local Government Finance:</b> Local fiscal autonomy, Issues of intergovernmental fiscal transfer in Bangladesh.	2
6	<b>Local level Planning and Budgeting in Bangladesh:</b> Planning, budgeting of LGIs, local government expenditure patterns in Bangladesh	2
7	<b>Local government accountability, transparency and participation in Bangladesh</b>	2
8	<b>Innovations in rural and urban local governance in Bangladesh:</b> Aiding Local Government in Bangladesh. Sirajgonj Local Governance Development Project (SLGDP), Local Governance Support Program-I, LGSP-LIC, Local Governance Support Program II, III, Upazila Governance Project (UZGP) and Union Parishad Governance Project (UPGP), Upazila Governance Development Project (UGDP), Upazila Integrated Capacity Development Project (UICDP), Urban Governance and	4

	Infrastructure Improvement Project (UGIIP), Municipal Governance and Services Project (MGSP), Horizontal Learning Program (HLP).	
9	<b>Major challenges and emerging issues of local governance in Bangladesh</b>	<b>1</b>
10	<b>International Best Practices of Decentralization, local governance and local development and lessons for Bangladesh</b>	<b>1</b>

Note: Mandatory Field Level Attachment for 3 days (1 day at the Union Parishad, 1 day at the Upazila Parishad and 1 day at the Deputy Commissioner's office) with Union and Upazila Parishad and District Administration. One particular district will be chosen by a student and then the administrative process of the selected administrative tiers will be reviewed, and individual report will be submitted which will carry 25 marks (Class Test+ Assignment).

### **Suggested Readings:**

Ahmed, Nizamuddin. 2019. Public Service Delivery in Bangladesh: Parliament, Public Policy and Local Government, Dhaka, University Press Limited.

Ahmed, Nizamuddin., Boex, Jamie., Monem, Mobasser., and Panday, Pranab. 2015. The Local Government System in Bangladesh: A Comparative Analysis of Perspectives and Practices UNDP, Dhaka.

Osman, Ferdous A. 2014. An analysis of the functional assignments in health and education: The role of local governments and Administration, UNDP, Dhaka.

Bhattacharya, D., Monem, M. 2013. Finance for Local Government in Bangladesh: An Elusive Agenda, CPD-CMI working paper no. 6, Dhaka.

Bhattacharya, D., Monem, M. 2014. The Unheard Voices: A Citizen Perception Study on Governance and Service Delivery by Urban Local Government Institutions in Bangladesh CPD-CMI working paper no.9, Dhaka.

Chowdhury, Shuvra, Panday, Pranab. 2018. Strengthening Local Governance in Bangladesh: Reforms, Participation and Accountability, Springer International Publishing AG.

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 Publishing House.

Monem, Mobasser. 2016. Process and Quality of Budgeting and Planning of Upazila Parishads in Bangladesh, UNDP, Dhaka.

## ***PA 124: Fundamentals of Economics***

### **Course Description:**

The course aims to provide 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 various economic policies and also how they affect economic growth.

### **Course Learning Objectives:**

Upon completion of this course the students should be able to:

- Gain factual knowledge and learn basic economic principles pertaining to both micro and macro-economics.
- Develop economic intuition and analytical skills.
- Demonstrate how economic analysis can be applied to a variety of personal, societal, and international issues.
- Acquire an understanding of the market mechanism as a means of allocating scarce resources.
- Explain why some nations are rich and others are poor.
- Learn to apply the concepts of competitive supply and demand in studying markets.
- Understand how various economic policies affect economic growth and development.

### **Course Contents:**

1. Basic Concepts of Economics and the Economic Role of Government
2. Laws of Demand and Supply
3. Market Equilibrium
4. Consumer Behavior
5. Production and Production Function

6. Costs and Revenues
7. Market Structure
8. Macroeconomic Variables and Measuring the Total Activity of an Economy
9. The Keynesian Theory of Income, Employment, Interest and Price
10. Monetary and Fiscal Policies in the Keynesian Model.
11. Money: Demand and Supply.
12. Government and Government Policy.

**Unit-wise Classes:**

Unit	Unit Topic	Number of Classes
1	<b>Basic Concepts of Economics:</b> Scarcity, Choice and Opportunity Costs. <b>The Economic Role of Government:</b> Efficiency, Imperfect Competition, Equity, Macroeconomic Growth and Stability.	1
2	<b>Laws of Demand and Supply:</b> The Law of Demand, the Demand Curve, Individual and Market Demand, Factors Affecting the Demand Curve, Shifts vs. Movement along the Demand Curve, Elastic and Inelastic Demand, The Law of Supply, the Supply Curve, Factors Affecting the Supply Curve, Elasticity of Supply.	3
3	<b>Market Equilibrium:</b> Interaction of Demand and Supply, Effect of a Shift in Demand or Supply or both, Effect of a Tax or a Subsidy, Price Controls.	2
4	<b>Consumer Behaviour:</b> Utility and Choice, Marginal Utility, Diminishing Marginal Utility, Equi-marginal Principle, Indifference Curves and their Properties, Budget Sets, Equilibrium of the Consumer with Indifference Curves and Budget Sets, Income and Substitution Effects, Deriving the Demand Curve from the Indifference Curves and Budget Sets, Complements and Substitutes, Consumer surplus.	3
5	<b>Production and Production Function:</b> Concept of a Production Function, Total, Average and Marginal Product, the Law of Diminishing Returns, Returns to Scale.	2
6	<b>Costs and Revenues:</b> Fixed and Variable Cost, Total, Average and Marginal cost, Short Run and Long Run Costs. Total Revenue, Average Revenue and Marginal Revenue.	2
7	<b>Market Structure:</b> Perfectly Competitive Markets, Monopoly, Oligopoly, Monopolistic Competition.	2
8	<b>Macroeconomic Variables and Measuring the Total Activity of an Economy:</b> National Income, Employment, Interest and Price,	2



	GDP, Real vs. Nominal GDP, Price Deflators, Consumption, Investment, Government Expenditure, Net Exports.	
9	<b>The Keynesian Theory of Income, Employment, Interest and Price:</b> The IS-LM Framework.	2
10	<b>Monetary and Fiscal Policies</b> in the Keynesian Model.	2
11	<b>Money:</b> Functions of Money, Demand and Supply.	2
12	<b>Government and Government Policy:</b> Debate over Government Debt, the Ricardian Proposition, Lags in Government Policy.	1

### **Suggested Readings:**

Barro, R. J. 1997. Macroeconomics, 5<sup>th</sup> Edition, the MIT Press.

Hirschleifer, J., Glazer, A., and D. Hirshleifer. 2005. Price Theory and Applications, 5<sup>th</sup> Edition, Cambridge University Press

Mankiw, G. N. 2012. Macroeconomics, 8<sup>th</sup> Edition, Worth Publishers, Inc.

Pindyck, R. S., and D. L. Rubinfeld. 2012. Microeconomics, 8<sup>th</sup> Edition, Pearson Education.

Samuelson, P. A. and W. D. Nordhaus. 2004. Economics, 18<sup>th</sup> Edition, McGraw-Hill/Irwin.

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

### ***PA 211: Governance: Theories and Application***

#### **Course Description:**

The course focuses to provide the students a basic understanding of a range of the different dimensions of the concept, process and practice of governance. It highlights the political and policy framework of governance from national perspective. Also explores different forms and modalities of governance in the global and Bangladesh context.

#### **Course Learning Objectives:**

Upon completion of this course the student should be able to

Understand the philosophical premise, conceptual framework of public sector governance in global and regional perspectives.

Understand the philosophical premise, conceptual frameworks of public sector governance in global and regional perspectives.

Assess and understand the typological categories of governance models and understand the applicability in the context of Bangladesh.

Able to get a conceptual overview of changing dimensions of governance like e-governance and related applications models and assessment tools of governance.

**Course Content:**

1. Concept of Governance
2. Governance - an Interdisciplinary & Transformative Concept
3. Typologies of Governance
4. Different Governance models and Innovations
5. E-Governance
6. Constitutional Framework and Governance Philosophy - Bangladesh Perspective
7. Political manifesto of political parties and policy implication and practices
8. Interface between governance and leadership: Conceptual link between governance and leadership, Philosophy of Mujib and Zia, their leadership style and nature governance
9. Overview of the Governance process and practice in Bangladesh: Intuitional and political economic dimensions
10. Group presentations of Students Class Project

**Unit-wise Classes:**

Unit	Unit Topic	Number of Classes
1	<b>Concept and Theories of Governance:</b> Growth and origin	1
2	<b>Governance as an interdisciplinary &amp; transformative concept, New Public Management and Governance</b>	2
3	<b>Typologies of Governance:</b> Network Governance, Whole of Governance, multi-level governance, Regulatory governance, Participatory and Inclusive Governance, Adaptive governance, Corporate governance.	4
4	<b>Different Governance models and Innovations:</b> Models of bilateral and multilateral development partners, World Bank, Asian Development Bank, UNDPs, Governance Innovation Unit of Govt. of Bangladesh.	3
5	<b>E-Governance:</b> Concept, Process/modalities, E-governance and service delivery, accountability, Practice and institutional challenges of E-governance.	3
6	<b>Constitutional framework and Governance philosophy -Bangladesh</b>	2

	<b>perspective</b>	
7	<b>Political manifesto of political parties and policy implication and practices</b>	<b>2</b>
8	<b>Interface between governance and leadership:</b> Conceptual link between governance and leadership, Philosophy of Mujib and Zia, their leadership style and nature governance.	<b>3</b>
9	<b>Overview of the Governance process and practice in Bangladesh:</b> Intuitional and political economic dimensions.	<b>2</b>
10-11	<b>Group presentations of Students Class Projects - Presentation of Group exercise on Institutional and Governance Analysis of selected public sector agencies.</b>	<b>2</b>

### **Suggested Readings:**

Aminuzzaman, Salahuddin. 2015. "Does Governance Matter in South Asia and Beyond?" In Jamil (et.al), Governance in South, southeast and East Asia – Trends, Issues and challenges, New York: Springer.

Aminuzzaman, Salahuddin and Sumaiya Khair. 2017. Governance and Integrity: The National Integrity Systems in Bangladesh, The University Press Limited (UPL)

Constitution of Bangladesh, Government of Bangladesh

Farazmand, Ali & ack Pinkowski. 2006. Handbook of Globalization, Governance, and Public Administration, Routledge.

Faur, David Levi. 2012. The Oxford Hand Book of Governance.

GIU, Governance Assessment Framework, PMO, Government of Bangladesh

Hyden, Goran, Julius Court and Kenneth Mease. 2001. Governance and Development: Sorting Out the Basics.

Hyden, Goran, Julius Court and Kenneth Mease. 2003. Making Sense of Governance: The Need for Involving Local Stakeholders, ODI.

Khan Akbar. A. 2010. Friendly Fires, Humpty Dumpty Disorder and Other Essays, Dhaka, University Press Limited.

Khan, Akbar Ali. 2015. Gresham's Law Syndrome and Beyond. An Anatomy the Bangladesh Bureaucracy, Dhaka, The University Press Limited.

Turner, Mark & David Hulme. Governance, Administration and Development, Springer 20

## ***PA 212: Administrative Law***

### **Course Description:**

The course introduces the students with basic issues of administrative law and the functioning of regulatory agencies in Bangladesh. Administrative law is the body of *law* concerned with the procedures, rules, and regulations that governs the activities of *administrative* agencies of government. It also includes rule making, adjudication, or the enforcement of a specific regulatory agenda. Regulatory agencies enforce administrative law in order to maintain discipline in the functioning of public administration. They keep the activities of different spheres of public life on the track and thereby ensure an equilibrium in the society.

### **Course Learning Objectives:**

- Understand the basic framework of administrative law and agencies
- Familiar with the different sources of administrative law
- Introduced with the institutional arrangements and functioning of regulatory agencies
- Informed about the performance of regulatory administration.

### **Course Contents:**

1. Introduction to Administrative Law
2. Legal Framework of Administration
3. Delegated Legislation
4. Administrative Adjudication
5. Regulatory Administration and Theories of Regulation
6. Law Enforcing Authorities
7. Financial Regulatory Authorities
8. Other Regulatory Bodies
9. Performance of Regulatory Bodies
10. Relationship of Regulatory Bodies with Other Government Organizations

### **Unit-wise Classes:**

<b>Unit</b>	<b>Unit Topic</b>	<b>Number of Classes</b>
1	<b>Introduction to Administrative Law:</b> Meaning and nature of	2

	Administrative law, origin and growth of administrative law, rule of law, separation of power and administrative law, importance of administrative law	
2	<b>Legal framework of Administration:</b> The legal status and powers of administrative authorities, Rules of Business of the government of Bangladesh, Bangladesh service rule, Civil Service Act, Anti-Corruption Commission Law	4
3	<b>Delegated Legislation:</b> Legislative power of administration, Delegated legislation, Concept of Ultra Virus, Judicial power of administration, Administrative discretion and its limit	3
4	<b>Administrative Adjudication:</b> Administrative Tribunals, Judicial review and control of administrative powers and actions, Writs, Public interest litigation.	2
5	<b>Regulatory Administration and Theories of Regulation:</b> Role and functions of Regulatory administration, Types of regulatory authorities, Public interest theories–Private interest theories–Institutionalized theories – Regulation beyond the State.	3
6	<b>Law Enforcing Authorities:</b> Police, RAB, Judiciary, Anti-Corruption Commission.	3
7	<b>Regulatory Bodies:</b> BTCL, BRTA, BSTI, Energy Regulatory Commission, Directorate of Drug Administration, Department of Narcotics Control, ICT Division etc.	3
8	<b>Performance of Regulatory bodies:</b> Professionalism, Efficiency and Accountability, Factors affecting performance.	2
9	<b>Relationship of Regulatory Bodies with Other Government Organizations:</b> Vertical and Horizontal, regulatory administration in ensuring human right, justice and good governance.	2

### Suggested Readings:

MP Jain and SN Jain. 2011. Principles of Administrative Law, New Delhi, Lexis Nexis.

Phillips O. Hood and Paul Jackson. 1987. Constitutional and administrative law , London : Sweet & Maxwell.

P. Massey. 2001. Administrative law, Lucknow, Eastern Book Company.

Government of Bangladesh, Cabinet Division, Rules Of Business 1996 (Revised up to July 2012).

Government of Bangladesh, Allocation of Business among Different Ministries and Divisions  
Government of Bangladesh ERD, Government Laws, Policies, Rules and Regulation  
<https://erd.gov.bd>.

Government of Bangladesh. 2018. Civil Service Law.

Government of Bangladesh. 2009. Right to Information Act, 2009.

Government of Bangladesh. 2006. Information and communication technology Act, 2006.

## ***PA 213: Human Resource Management in Bangladesh Civil Service***

### **Course Description:**

The course is designed to orient the participants with the public sector human resource policy and management in Bangladesh. It will help them to understand the major elements of the personnel management process, organizational functions of human resource system, and contemporary issues and problems in the public sector with particular focus to Bangladesh Civil Service (BCS).

### **Course Learning Objectives:**

Students who successfully complete this course will be able to:

- Have a clear understanding about various Human Resource Management (HRM) activities in the government.
- Gain useful insights about various aspects, current policies and existing practices in the area of HRM relating to BCS.
- Identify prospects and challenges of HRM policies and practices within the civil service framework.

### **Course Contents:**

1. Concepts and Contextual Issues
2. Civil Service System in Bangladesh
3. Recruitment to Civil Service
4. Training and Development in Bangladesh Civil Service
5. Placement, Posting, and Transfer
6. Civil Service Promotion Policies and Practices in Bangladesh
7. Performance Evaluation System in Bangladesh Civil Service
8. Civil Service Pay and Emolument Structures
9. Career Planning in Bangladesh Civil Service
10. The Regulatory Framework
11. Major challenges to the Government relating to HRM in Civil Service

### Unit-wise Classes:

Unit	Unit Topics	Number of Classes
1	<b>Concepts and Contextual Issues:</b> Meaning, Scope, Functions, and Significance of Human Resource Management in Bangladesh Public Service.	2
2	<b>Civil Service System in Bangladesh:</b> Development of the civil service, Size and Structure of Government, BCS Cadre Strength, Inter Cadre Anomalies and Its Impact on Administration, Generalist-Specialist Controversies, Central Personnel Agencies.	3
3	<b>Recruitment to Civil Service:</b> Legal Framework for Recruitment, Agencies Responsible for Recruitment, Methods of Recruitment, Recruitment Policies and Practices, Role of The Ministry of Public Administration and Bangladesh Public Service Commission in Recruitment.	3
4	<b>Training and Development in Bangladesh Civil Service:</b> National Training Policy, Review of Training Institutions and Courses.	2
5	<b>Placement, Posting, and Transfer:</b> Current Policy and Existing Practices.	2
6	<b>Civil Service Promotion Policies and Practices in Bangladesh:</b> Policies, Structures, and Processes of Promotion, Promotion Aspects of Various Cadres.	2
7	<b>Performance Evaluation System in Bangladesh Civil Service:</b> Current Method and its Drawbacks.	2
8	<b>Civil Service Pay and Emolument Structures:</b> Pay, Pension, Retirement Benefits.	2
9	<b>Career Planning in Bangladesh Civil Service:</b> Major Issues and Strategies of Career planning, Road Blocks to Career Planning.	2
10	<b>The Regulatory Framework:</b> Rules of Conduct, Disciplinary Action.	2
11	<b>Major challenges to the Government relating to HRM in Civil Service.</b>	2

### Suggested Readings:

Ali, A.M. M. S. 2007. Civil Service Management in Bangladesh: An Agenda for Policy Reform, Dhaka, UPL.

Ali, A.M. M. S. 2004. Bangladesh Civil Service: A Political-Administrative Perspective.

Islam, M. 2013. Human Resources and Performance Management System for Bangladesh Civil Service, Dhaka, Osder Publications.

Ahmed, N. 2014. 40 Years of Public Administration and Governance in Bangladesh, Dhaka, UPL.

## ***PA 214: Gender, Administration and Development***

### **Course Description:**

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 Learning Objectives:**

After completion of the course students will be able to:

- Understand the meaning of gender and recognize how gender is embedded in development practices, as well as diversities in gender systems in different contexts.
- Improve their skills in paying attention to understand the gendered institutions of the state and society and examine how decisions of these institutions affect women's lives, choices and opportunities disproportionately.
- Understand and question the existing development practices and also contribute to alternative development policy approaches that focus on women's nature and needs.

### **Course Contents:**

1. Conceptual overview of Gender and Gender related terms
2. Shift of intellectual and institutional focus from Women to Gender
3. Transnational Activism on Women and Gender Development
4. Gender & Development
5. Third World Policy Approaches to Women in Development
6. Gendered State and Politics
7. Women in Administration in Global and National Context



8. Women and Environment
9. Gender Based Violence
10. Status of Women in Bangladesh
11. Gender Dimension of Poverty in Bangladesh

**Unit-wise Classes:**

<b>Unit</b>	<b>Unit Topic</b>	<b>Number of Classes</b>
1	<b>Conceptual overview of Gender and Gender related terms:</b> Gender Roles; Gender Needs; Gender Equality and Equity; Gender Discrimination; Patriarchy; Gender Planning; Gender Mainstreaming; Gender Analysis; Gender Budget.	3
2	<b>Shift of intellectual and institutional focus From Women to Gender:</b> WID, WAD, GAD and WESD; Views of Advocates; Practitioners and Scholars.	2
3	<b>Transnational Activism on Women and Gender Development:</b> World Conferences on Women; CEDAW; Institutional Mechanisms for Women's Development in Bangladesh.	2
4	<b>Gender &amp; Development: A Theoretical Overview:</b> Differential Effects of Development Processes on Women & Men; Development Strategies & Women's Status. Feminist Perspective on Women and Development; Alternative Development Paradigm.	3
5	<b>Third World Policy Approaches to Women in Development:</b> Welfare; Equity; Anti-Poverty; Efficiency and Empowerment; Working Towards Empowerment of Women; Various Strategies of Empowerment.	2
6	<b>Gendered State and Politics:</b> Global, Regional National & Local context of women's participation and representation in political activism, political parties and decision making bodies; Suffragist Movement; Gender Issues in Women as Voters, Candidates and Representatives; Gender Quota in Bangladesh.	2
7	<b>Women in Administration in Global and National Contexts:</b> Women's Presence in Administration; Theories and factors of low representation of women in administration.	2
8	<b>Women and Environment:</b> Relationship between Women and Nature; Role of Women as Consumer & Manager of Environment; Effects of Environmental Degradation on Women.	2

9	<b>Gender Based Violence:</b> Defining Gender Based Violence; Theories of Violence against Women; Structural and Direct Forms of Violence; Strategies to Eliminate Violence against Women.	2
10	<b>Status of Women in Bangladesh:</b> Status of Women's health in Bangladesh; Status of Women in Education; Women and Employment; Women and Law.	2
11	<b>Gender Dimension of Poverty in Bangladesh:</b> Towards De Feminization of Poverty; Poverty Alleviation Projects for Women	2

### **Suggested Readings:**

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

Monsen, 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.

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

Paxton P, Kunovich , S and Hughes M. 2007. *Gender in Politics*, *Annual Review of Sociology*, Vol.33, pp. 263-284.

Waylen, G. 2007. *Engendering Transitions: Women's Mobilization, Institutions and Gender Outcomes*, Oxford University Press Online.

Mahtab, N. 2012. *Women, Gender and Development: Contemporary Issues*, AHDP House.

Kabir, S.L. 2013. *Women's Participation in South Asian Civil Services: A Comparative Analysis of India, Pakistan and Bangladesh*, AHDP House.

Childs, S., and Lovenduski, J. 2013. *Political Representation*, in Georgina Waylen et al. (eds.) *The Oxford handbook of Gender and Politics*, Oxford University Press.

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

### ***PA 221: Public Financial Management***

#### **Course Description:**

This course addresses the theory and practice of public finance with special reference to governmental revenue system. 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, government budgeting and the changes in financial management.

#### **Course Learning Objectives:**

Students who successfully complete this course will be able to:

- Identify the revenue sources of government and the sectors of different expenditures.
- Be familiar with the basic aspects and dimensions of fiscal and monetary policy.
- Get an opportunity to reflect on the role of public procurement policy to ensure the good governance in financial arena.
- Understand the process of budgeting, public sector auditing, and the way of public sector debt management.

#### **Course Contents:**

1. Public Financial Administration and Management
2. Government Revenue
3. Fiscal Policy
4. Monetary Policy
5. Budgeting
6. Public Sector Auditing
7. Public Procurement
8. Public Debt Management
9. Internal and External Agencies and their Role in Financial Management
10. Recent Reforms in Financial Administration in Bangladesh

## Unit wise Classes

Unit	Unit Topic	Number of Classes
1	<b>Public financial administration and management:</b> Nature, Scope, Objectives, and Characteristics.	2
2	<b>Government revenue:</b> Revenue sources of government, Objectives of taxation, Principles of taxation, Characteristics of a good taxation system, Types of taxation, Shifting of taxes and tax burden. Analysis of economic effects of the tax system.	3
3	<b>Fiscal policy:</b> 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.	3
4	<b>Monetary policy:</b> Objectives of monetary policy, Role of monetary policy as an economic stabilization tool.	2
5	<b>Budgeting:</b> Concept, Types, Government budgetary procedure, Linkage between national plan and budget, Budgetary process in Bangladesh, Politics of government budgeting.	2
6	<b>Public sector auditing:</b> Objectives of auditing, Different types of auditing, System of auditing of government expenditure.	2
7	<b>Public procurement:</b> Rules and Prescribed methods and conditions for procurement for goods, works and services, Procurement management and the role of CPTU in Bangladesh.	1
8	<b>Public debt management:</b> Internal and external borrowing and debt management, Typology of foreign assistance, Mechanisms of negotiation of foreign assistance and Management of debt.	2
9	<b>Internal and external agencies and their role in financial management:</b> World Bank, International Monetary Fund, Asian Development Bank. Ministry of Finance, Ministry of Planning, Parliamentary Committees.	4
10	<b>Recent reforms in financial administration and management in Bangladesh:</b> MTBF, Gender sensitive budgeting, IBAS++, Decentralized Budgeting.	3

### **Suggested Readings:**

Goode, R. 2005. Government Finance in Developing Countries, \*Place?? 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, \* Place?? Longman.

## ***PA 222: Project Management***

### **Course Description:**

The course is primarily aimed at introducing the students to the world of ‘projects’ and ‘project management’ and 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.

### **Course Learning Objectives:**

Students after successfully completing this course will be able to:

- Gain a basic idea about project and project management.
- Comprehend different aspects of project like planning, formulation, appraisal, organization & implementation and control.
- Understand the project management practices in Bangladesh.

### **Course Content:**

1. Introduction to Project
2. Project Management
3. Project Planning
4. Project Formulation
5. Project Appraisal

6. Project Organization & Implementation
7. Project Control
8. Project Management Practices in Bangladesh

### Unit-wise Classes

Unit	Unit Topic	Number of Classes
1	<b>Introduction to Project:</b> Concept, Characteristics, Project life cycle, Environment, Classification of Projects.	3
2	<b>Project Management:</b> Concept, Emergence & growth, Roles and responsibilities of project manager.	2
3	<b>Project Planning:</b> Concept, Needs, Planning Process, Feasibility Analysis, Network Analysis (PERT & CPM), Cost-benefit Analysis, Input-output Analysis.	4
4	<b>Project Formulation:</b> Formulation, specifications, and formulations techniques.	2
5	<b>Project Appraisal:</b> Tools of project analysis, Techniques of international agencies—UNIDO, OECD, World Bank.	3
6	<b>Project Organization &amp; Implementation:</b> System view, Types of project organization structure, Project authority, Team building, leadership, Time management, Conflict management.	4
7	<b>Project Control:</b> Monitoring & Evaluation (M&E), M&E Approaches of International Agencies, Concept of control, Control system, Management Information System, Control techniques—work breakdown structure, network analysis, line of balance, bar chart.	3
8	<b>Project management practices in Bangladesh:</b> Key Processes, Procedures and institutions in project planning in Bangladesh, Critical factors affecting project planning and management	3

### **Suggested Readings:**

Kerzner, H. 2009. Project Management: A Systems Approach to Planning, Scheduling, and Controlling, CA, John Wiley & Sons, Inc.

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

Harrison, F. L. & Lock, Dennis. 2004. Advanced Project Management: A Structured Approach, Great Britain, Gowere Publishing Ltd.

T, Devendra. 1992. Project Formulation and Implementation, New Delhi, Deep and Deep Publications.

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

Cleland, David I. 1995. Project Management: Strategic Design and Implementation, New York, McGraw Hill Publishing.

Meredith, Jack R. & Mentel, S, J. 1995. Project Management: A Managerial Approach, CA, John Wiley & Sons, Inc.

### ***PA 223: Management of Banks and Financial Institutions***

#### **Course Description:**

This course focuses on 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. It also identifies the primary actors- in the money and the financial markets - and their operations and the goals as well as various types of financial instruments and the differences within, the role and determinants of interest rates and monetary policy in the economy.

#### **Course Learning Objectives:**

Students after successfully completing this course will be able to:

- Understand the important concepts related to banks and financial institutions and their regulatory bodies.
- Identify and critically evaluate the regulatory measures and control mechanisms of Bangladesh Bank as a central bank.

- Comprehend the relevance and significance of insurance companies and micro credit institutions.

**Course Contents:**

1. Importance of Studying Banking and Financial Institutions
2. History of Banking & Financial Institutions
3. Types and Features of Banks & Financial Institutions
4. Growth of different types of Banks & Financial Institutions in Bangladesh
5. Regulatory Bodies in Financial Sectors
6. Role of Central Bank
7. Functions and Operations of Banking Sector
8. Functions and Operations of Insurance Companies

**Unit-wise Classes**

<b>Unit</b>	<b>Unit Topic</b>	<b>Number of Classes</b>
1	<b>Importance of studying banking and financial institutions:</b> Introduction, Functions and activities of banks and financial institutions and their importance.	2
2	<b>History of banking &amp; financial institutions (FIs):</b> History and role of banking and FIs.	2
3	<b>Types and features of banks &amp; financial institutions:</b> Different types and characteristics of banks & financial institutions, Structure and functions of investment, Commercial and Islamic Banking System.	4
4	<b>Growth of different types of banks &amp; financial institutions in Bangladesh:</b> Growth of state and commercial banking sector in Bangladesh, Commercial, Investment, Islamic, Specialized, Special purpose banks, Modern banking system and its products,	3



	Other financial institutions in Bangladesh.	
5	<b>Regulatory bodies in financial sectors:</b> Operational and regulatory principles and procedures of Securities & Exchange Commission (SEC), Insurance Development Regulatory Authority (IDRA) and Micro-Credit Regulatory Authority (MRA), Functions of PKSF, SME Foundation etc.	4
6	<b>Role of central bank:</b> Operations & functions of Bangladesh Bank as Central Bank, Relationship of banking and non-banking institutions with the central bank as a regulatory body and their linkages with the economic development of Bangladesh, Controlling measures of monetary policy in banking affairs.	2
7	<b>Functions and operations of banking sector:</b> Money supply, Interest rates policy, Deposit creation, Accounts maintenance, Loan distribution, Foreign Exchange etc. Organization and management policies of commercial banks and investment bank in economic development and its' implications.	4
8	<b>Functions and operations of insurance companies:</b> Organization and management structure, Operational principles, Procedures and performances of Life & Non-Life insurance companies, Premium collection, Underwritings, Claim settlements etc.	3

### Suggested Readings:

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

Radhaswami, M. and S. Vasudevan, S.V. 1987. A Text Book of Banking Law and Practice and Theory of Banking, New Delhi, S. Chand & Company (Pvt.) Limited.

Islam, N. 2005. Making of a Nation Bangladesh: An Economist Tale, Dhaka:,UPL

## ***PA 224: Environment and Disaster Management***

### **Course Description:**

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. Moreover, the course 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 Learning Objectives:**

This course will help the students to:

- Understand the causes and consequences of hazards, disasters and associated natural/social phenomena.
- Be familiar with disaster management theory as well as existing global frameworks and existing agreements.
- Have knowledge about methods of community involvement as an essential part of successful DRR.

### **Course Contents:**

1. Concepts related to environment and its management
2. Environmental Problems and Issues
3. Climate Change
4. Legal and Institutional Responses- Global and National
5. Concepts related to disaster and its management
6. Types, Trends, Causes and Consequences of Disaster
7. Global and National Measures
8. Institutional Framework
9. Tools and Techniques of Disaster Management
10. Best practices of managing disasters: International Experience
11. The Development and Environment Debate

## Unit-wise Classes

Unit	Unit Topic	Number of Classes
1	<b>Concepts related to environment and its management:</b> Meaning and components of environment, Evolution of environmentalism, Sustainable development.	2
2	<b>Environmental problems and issues:</b> Sector wise environmental problems, Biodiversity, Natural disasters.	2
3	<b>Climate change:</b> Mitigation and adaptation, Impact of climate change.	2
4	<b>Legal and institutional responses in global and national context:</b> 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.	2
5	<b>Concepts related to disaster and its management:</b> Understanding the concepts and definitions of Disaster, Hazard, Vulnerability, Risk, Capacity and Disaster Management.	2
6	<b>Types, trends, causes and consequences of disaster:</b>  Geological disaster (earthquakes, landslides, tsunami); Hydro-Meteorological disasters (floods, cyclones, lightning, thunderstorms, hail storms, avalanches, droughts, cold and heat waves);  biological disasters (epidemics, pest attacks, forest fire); technological disasters (chemical, industrial, radiological, nuclear); manmade disasters (building collapse, rural and urban fire, road and rail accidents).	3
7	<b>Global and national measures:</b> 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.	3
8	<b>Institutional framework:</b> Ministry of Disaster Management and Relief, Comprehensive disaster management program, Disaster	2

	management committees at the sub-national levels, National-local Coordination.	
9	<b>Tools and techniques of disaster management:</b> 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).	2
10	<b>Best practices of managing disasters:</b> International practices	2
11	<b>The development and environment debate:</b> The trend of development in Bangladesh and its impact on environment; Some recent projects and environmental consequences such as Coal Power Plant in Sundarban; Ruppur Nuclear Power Plant, Moheshkhali Power plant and Tourism  The New Emphasis: Green economy; Blue economy.	2

### 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).

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

### ***PA 311: Introduction to Social Research***

#### **Course Description:**

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 Learning Objectives:**

Students who successfully complete this course will be able to:

- Gain knowledge about basics of social research from different philosophical standpoints.
- Acquire understanding and skill on research process and research designs.
- Understand the basic research methods and sampling techniques.

#### **Course Content:**

1. Social Research- Meaning, Types of research
2. Key concepts of social research
3. Research Process
4. Research Design
5. Basic Research Methods
6. Sampling
7. Design of Research Proposal
8. Group Project

#### **Unit-wise Classes**

<b>Unit</b>	<b>Unit Topic</b>	<b>Number of Classes</b>
1	<b>Introduction:</b> Meaning and importance of social research, Types	<b>3</b>

	of research.	
2	<b>Key concepts of social research:</b> Hypothesis, Assumptions, Variables, Data/ Information.	<b>1</b>
3	<b>Research process:</b> Steps in the research process; Selection of research topic, Setting research questions/ hypothesis, Formulation of hypothesis, Theoretical/ Analytical framework, Dependent and Independent variables, Operational definition of variables, Data collection techniques, Design and types of questionnaire/ interview schedule.	<b>3</b>
4	<b>Research design:</b> Quantitative research design: Exploratory, Descriptive & Causal; Qualitative research design: Explanatory, Interpretive & Critical Research; and Combination.	<b>3</b>
5	<b>Basic research methods:</b> Content Analysis, Discourse Analysis, Survey Methods, Delphi Techniques, Case Studies, Focus Synthesis, FGDs, Historical Methods, Descriptive Method, Qualitative and Quantitative Research.	<b>4</b>
6	<b>Sampling:</b> Probability and non-probability sampling techniques.	<b>3</b>
7	<b>Design of research proposal:</b> Format and style of research proposal.	<b>3</b>
8	<b>* Group research project:</b> Students will be asked to prepare a research proposal and make a formal presentation in the class as approved by the course teacher.	<b>4</b>

**\*NOTE:** Students will be required to choose a topic from 8-10 research streams relevant to the discipline for doing practical research to be completed by 8<sup>th</sup> semester in the form of a thesis. Students will finalize the research topic in consultation with the 5<sup>th</sup> semester exam committee. Alongside the finalization of the research topic the Committee will assign teachers with relevant expertise to supervise the students until the final report/thesis is written in 8<sup>th</sup> semester. In the 5<sup>th</sup> semester students will be required to write a proposal on the chosen topic which will be assessed as their assignment carrying 15 marks. In 6<sup>th</sup> and 7<sup>th</sup> semester they will collect relevant qualitative/quantitative/both data related to the topic and in 8<sup>th</sup> semester they will write the thesis.

### **Suggested Readings:**

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

Bickman, L. & Brannen, J (Eds), 2008. The Sage Handbook on Social Research Methods, Sage Publication Ltd.

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.

Neuman, W. L. 2007. Basics of Social Research: Qualitative and Quantitative Approaches. Boston, MA: Pearson Education Inc

Punch, Keith F. 1998. Introduction to Social Research: Quantitative and Qualitative Approaches, London, Thousand Oaks, New Delhi, SAGE Publications Ltd.

Trochim, W. M. K. 2003. Research Methods. USA: Atomic Dog Publishing.

Vanderstoep, S. W. & Johnston, D. D. (2009). Research Methods for Everyday Life: Blending Qualitative and Quantitative Approaches. CA, USA: Jossey-Bass.

Yin, R, K. 2013. Case Study Research, Design and Methods, Sage Publication Ltd. Alasuutari, P.

### ***PA 312: Land Administration in Bangladesh***

#### **Course Description:**

Land administration is one of the prime functions that an administrator does in Bangladesh Civil Service. Most of the cases filed under jurisprudence in Bangladesh are on land related disputes. The course will focus on the issues like ownership of land, land survey and settlement, mutation, registration, acquisition and land rights. This knowledge will help to understand different laws on land, land management procedures, etc.

## Course Learning Objectives:

Upon completion of this course the students should be able to:

- Get educated with different laws on land, land management, and ownership.
- Learn about different organizations that are related to land administration and their functions.
- Have knowledge about government procedures to register and mutation of land.

## Course Contents:

1. Introduction
2. History of Land Ownership in this region
3. Land Administration and Management
4. Land Survey and Settlement
5. Registration of Land
6. Acquisition and Requisition of Land
7. Land Rights of Indigenous People
8. Other Important Concepts and Issues: SA, RS, CS, Land Development, Land Use etc.
9. Universal property right, leasing of khas land, abandoned and vested property etc.

## Unit-wise Classes

Unit	Unit Topic	Number of Classes
1	<b>Introduction:</b> Concepts of land, land ownership and land administration; Socio-cultural and religious context of land ownership; Importance of learning land administration with special reference to Public Administration.	1
2	<b>History of land ownership in this region:</b> Hindu period; Muslim period, British period (including East India Period); Pakistan period, Bangladesh period.	2
3	<b>Land administration and management:</b> Function and organogram of relevant organizations: (1) Ministry of Land: Land Reforms Board, Land Appeal Board, Offices of the Divisional Commissioner /Collector (DC)/ AC	4



	Land and Union Land office; Directorate of Land Records and Survey. (2) Ministry of Law: Directorate of Registration. (3) Other organizations.	
4	<p><b>Land survey and preparation of the record-of- rights:</b></p> <p>Survey: Meaning; Importance of land survey; Historical background of land survey; Method/Process of land survey, Responsibilities of relevant govt. officials and land owner at each stage of the survey; Legislation [<i>SAT Act 1950; Tenancy Rules; Survey Act</i>], Publication of records and correction; Diara Survey; Digital Survey.</p> <p>Land Survey Tribunal and Land Survey Appellate Tribunal.</p>	3
5	<p><b>Land management and maintenance of the record- of rights:</b></p> <p>Mutation: Ideas on mutation, Legal basis of mutation, Necessities of mutation, Benefits of mutation, Complete process of mutation; Method of filling up Govt. prescribed application form of mutation, Necessary documents, Duties of an applicant during inquiry, hearing and after approval of mutation Case; e-mutation.</p>	2
6	<p><b>Registration of land:</b> Definition of registration,</p> <p>- Documents of which registration is compulsory and optional, Document and information required at the time of registration, Time of Presentation, Effects of registration and non-registration, Powers and duties of registering officers.</p>	1
7	<p><b>Acquisition and requisition of land:</b> Meaning of acquisition and requisition, Process, Acquisition and requisition laws, impact of acquisition and requisition of land and rehabilitation.</p>	2
8	<p><b>Land rights of indigenous people:</b> Defining the term ‘Aboriginals’, Classification of aboriginals, Rights of adivashi living in CHT (Khagrachari, Rangamati, Bandarban) and in plain land, Definition of aboriginal raiyat or tenant, Restriction on transfer made by aboriginal people, Procedure or mode of transfer of land owned by Aboriginals to Aboriginal and non-Aboriginal People. Settlement of land disputes Commission in Chittagong Hill Tracts; Land acquisition in Chittagong.</p>	3
9	<p><b>Right of pre-emption;</b> Alluvion and diluvion; Limitation in land holding; Land use; Different types of record such as CS, SA, RS etc.; Land development tax; Management of khas land (Agricultural /Non-agricultural); Management of wet land (Jalmohal), Sand land (Balu mahal), Shrimp land</p>	6

	(chingri mahal), Salt land (lobon mahal) etc. Establishment and management of hat and bazar; Abandoned property and vested property. Universal property rights and land laws of Bangladesh.	
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**Suggested Readings:**

Khan, M.A. A. 2018. Land Laws of Bangladesh, (4<sup>th</sup> edition) Dhaka, Bangladesh Law Book Company.

Mia, S. R. 2011. Land Survey Laws and Regulations, (5<sup>th</sup> edition) Dhaka, Bangladesh Law Book Company.

(The faculty member will suggest relevant books and other reading materials in the class).

***PA 313: Urban Governance and Development***

**Course Description:**

This course is designed to orient the students with the key issues and concepts related to urbanization, migration, and development. The idea is to aware them about the causes and effects of urbanization, the nature and extent of urban poverty, and the challenges of ensuring efficient and equitable distribution of urban resources and services in the face of increasing level of urbanization. The course also focuses on the key actors and concern of urban governance and how the relationship between actors evolved within the formal framework of different governance models. 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. Attention is equally paid to the intellectual history of urban planning and development of sustainable city, its current and future challenges, and practice in the national and global context.

**Course Learning Objectives:**

This course will enable students to:

- Have a clear understanding of the link between migration, urbanization and development.
- Comprehend the different dimension of urban poverty and inequality in the national and global context and evaluate the performance of urban governance.
- Critically analyze the different urban service delivery institutions, mechanisms and performance.
- Identify prospects and challenges of building sustainable city within the existing governance framework.

**Course Contents:**

1. Urbanization
2. Migration, Urbanization and Development
3. Urbanization and Development Linkage
4. Urban Governance
5. Urban Poverty
6. Urban Slums
7. Rural -Urban Linkage
8. Environmental Problems
9. Understanding of Urban Basic Services
10. Urban Planning
11. Sustainable Cities

**Unit-wise Classes:**

<b>Unit</b>	<b>Unit Topic</b>	<b>Number of Classes</b>
1	<b>Urbanization:</b> Concepts, Causes, and Effects of Urbanization. History, Recent Trends, Emerging Issues, Challenges, Priorities and Future of Urbanization in Bangladesh.	2
2	<b>Migration, Urbanization and Development:</b> Migration Types, Causes, Consequences, and Theories. Understanding the Migration and Urbanization Dilemma, Identifying the Migration and Development Linkage.	3
3	<b>Urbanization Development Linkage:</b> Whether Urbanization Causes Development? Constructive and Destructive Relationships between Urbanization and Development.	1
4	<b>Urban Governance:</b> Government, CSOs and NGOs in managing Urban Affairs, Urban Governance, Urban Governance Index, City Development	3

	Index, Models of Urban Governance.	
5	<b>Urban Poverty:</b> Global and Local Context, Understanding Urban Poverty both from Global and Bangladesh Context, Understanding the Theoretical Stands of Urban Poverty.	2
6	<b>Urban Slums:</b> Nature of Slum Life, Livelihood Dynamics and Slum Up gradation Initiatives, Local Initiatives for Slum Up gradation, Global Best Practices of Slum Up gradation,	2
7	<b>Rural Urban Linkage:</b> 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.).	2
8	<b>Urban Environmental Problems:</b> Critical Analysis of Urban Environmental Issues, Political and Social Agenda of Urban Environmentalism, Case Studies.	2
9	<b>Understanding of Urban Basic Services:</b> Different Agencies and Nature of Services, Institutional Strength, Weakness and relationship of Urban Development Agencies and Agencies of Public Utilities, Inter-organizational Coordination, Urban Resource Allocation and Mobilization Process, Financial Management, Fiscal Measures and Budgetary Control, Accounts, Auditing, and Accountability.	3
10	<b>Urban Planning:</b> Meaning, Factors, Top-Down or Bottom-Up Planning, The role of Citizen in Urban Planning, Role of LGD in Urban Planning.	2
11	<b>Sustainable Cities:</b> Theoretical and Practical Issues: Demographic Factors, Social Factors, Political Factors and Environmental Factors to Make Cities Sustainable, Indicators of Sustainable Cities.	2

### Suggested Readings:

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

Devas, N. 2014. Urban Governance Voice and Poverty in the Developing World, London: Routledge.

- Ellis, P. and Roberts, M. 2016. Leveraging Urbanization in South Asia, The World Bank Group.
- Panday, P. K, 2017. Reforming Urban Governance in Bangladesh: The City corporation, Palgrave Macmillan.
- Rahman, G, 2008. Town Planning and the Political Culture of Planning in Bangladesh, Dhaka: AHDPH.
- Rahman, H. Z, (ed), 2016. The Urban Spectrum: Metropolitan to Mofussil, Dhaka: PPRC.
- Rahman, M. T, 2013. Urban governance and informal growth regulation in Dhaka, Dhaka: AHDPH.
- Siddiqui, K. et al. (Eds), 2000. Overcoming the Governance Crisis in Dhaka City, Dhaka: The UPL.
- Sohag, K. H, 2013. Urbanization and Governance: Town Planning Perspective, Dhaka: AHDPH

### ***PA 314: Emergency and Security Management***

#### **Course Description:**

Security and Emergency Management is gaining importance in contemporary world. The word “security” has different connotations and dimensions. Similarly, emergency management can be subdivided into various categories at application level. It is essential to point out that although national security, global security and regional security are interconnected, they are dealt with differently. Disaster management and emergency management may imply the same thing to most people but based on the magnitude, the precautions, preventions and actions during the crises differ at organizational and national level. More specifically, disaster management mostly deals with natural disasters and uncontrollable emergencies while security management deals with emergencies which are man-made and controllable.

After graduating, students of this department shall work as administrators in various public or private organizations. They may, hence, often have to deal with many security issues and emergencies, for which prior knowledge is essential. Their prior knowledge will increase their efficiency and decision-making skills during an emergency which will be valuable for the organization, as well as the community. However, this course shall fundamentally deal with the protection of organizational assets i.e. men, material and information. This course shall also aid in handling emergencies such as fire hazard, building evacuation under any emergency circumstances, labor unrest, workplace violence, bomb threat etc.

#### **Course Learning Objectives:**

This course, has been designed, keeping in mind that students taking the course has limited knowledge on this subject material and its importance. The core objective of the course will be:

- To educate a student to deal with risks on organizational assets and mitigate those by appropriate counter-measure plan and security program involving people, process, technology and awareness.
- To handle an emergency at organizational level including taking preventive measures and responding to the emergencies efficiently when/if it occurs with no/minimal losses.

**Course Contents:**

1. Security Management Principles, Concept and Applications
2. Legal Framework of Security Management in Bangladesh
3. Risk Analysis and Security Survey
4. Asset Protection Program
5. Asset Protection Program and Security Technology
6. Security Management Team and Guard Operation
7. Protection of Information
8. Emergency Management- High Rise building and Fire Hazard
9. Emergency Management- Organization Perspective
10. Applications of Security Management Tools in Varied Environment/ Situations

**Unit wise Classes:**

<b>Unit</b>	<b>Unit Topic</b>	<b>Number of Classes</b>
1	<b>Security Management Principles, Concept and Applications:</b> Security Policy and Procedures, Security Awareness, Role of Security in Organizational Perspective, A Brief Introduction of Private Security Industry in Bangladesh.	<b>2</b>
2	<b>Legal Framework of Security Management in Bangladesh:</b> Acts related to Security and other Emergency Management: Bangladesh	<b>2</b>

	Private Security Act 2006 and 2013, The National Fire Prevention and Extinction Act 2003 and Fire Prevention Regulation 2014 (necessary parts), The Building Construction Act 2008 (necessary parts), Bangladesh Labour Act (Amended) 2018 (necessary parts)	
3	<b>Risk Analysis and Security Survey:</b> Risk, Vulnerability and Threat Identification, Risk Analysis Methodologies and Risk Matrix, Process of Security Survey, Survey Report Writing.	4
4	<b>Asset Protection Program:</b> Physical Protection System- Concept and Application, Barriers, Layers and Depth in Security.	2
5	<b>Asset Protection Program and Security Technology:</b> Alarm Sensors, Security Lighting, Access control, CCTV- Surveillance Technology, Detection Technology, Security Integration.	2
6	<b>Security Management Team and Guard Operation:</b> Private Policing in Public Environment, Scheduling and Managing Security Force (proprietary or contractual), Forming a Security Team – Options, Training, Development, Supervision and Motivation of Security Force, Selecting and Administering Security Service Contract.	3
7	<b>Protection of Information:</b> Information Asset Protection, Physical and Technical, Information Classification, Patent, Trademark, Copyright, Trade Secret, Non-Disclosure Agreement.	2
8	<b>Emergency Management- High Rise Building and Fire Hazard:</b> High Rise Structure- Life, Safety and Security Considerations, Fire hazard, Prevention and Suppression.	2
9	<b>Emergency Management- Organization Perspective:</b> Managing Labor Unrest in Organizational Scenario, Earth Quake Preparedness, and Business Continuity Plan.	2
10	<b>Applications of Security Management Tools in Varied Environment/ Situations:</b> Theft and Fraud Prevention in the Workplace, Managing a Bomb Threat, Workplace Substance Abuse- Prevention and Intervention, Investigation- types Techniques, Tools, Background Investigation and Employment Screening, Incident Investigation.	3

### Suggested Readings:

American Society for Industrial Security, 2011. Protection of Asset Manual. ([www.asisonline.org](http://www.asisonline.org)).

Bangladesh Private Security Act 2006 and 2013.

Barbara, A. N, 2004. Building Security – Handbook for Architectural Planning and Design, McGraw-Hill.

James, F. Br, and Eugene T, 2012. Risk Analysis and the Security Survey, 4<sup>th</sup> Edition, Butterworth-Heinemann.

Mary, L, G, 2017. The design and Evaluation of Physical Protection System, Butterworth-Heinemann.

Robert, J. F, and Gion, Green 2012. Introduction to Security, 7th Edition, Butterworth-Heinemann.

Thomas, L. N, 2014. Integrated Security System Design, 2nd Edition. Butterworth-Heinemann.

Bangladesh Labour Act, 2018

Dhaka Imarat Nirman Bidhimala, or Dhaka Building Construction Act, 2008

Fire Prevention and Extinction Act, 2014

আগ্নেয়াস্ত্র লাইসেন্স প্রদান, নবায়ন ব্যবহার নীতিমালা ২০১৬। (প্রয়োজনীয় অংশ)

## **BSS 6th Semester**

### ***PA 321: Organizational Behaviour***

#### **Course Description:**

This course will provide the students with a comprehensive knowledge on organizational behaviour by focusing on all its four key aspects: individual and group behaviour, 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 Learning Objectives:**

After attending this course students will be able to:

- Analyze the concepts, theories and models of organizational behaviour.
- Acquire knowledge on individual and group behaviour and how one is different from another, inter and intra group behaviour.



- Learn different techniques to measure the personality of the employees to help organization take different decisions.
- Manage their stress caused due to organizational and personal issues and perform well in an organization.

**Course Contents:**

1. Organizational Behaviour
2. Individual Behaviour
3. Group Behaviour
4. Organization Structure
5. Organizational Processes
6. Behavioral Issues in Organization
7. Organization Development
8. Stress and Counseling

**Unit-wise Classes**

<b>Unit</b>	<b>Unit Topic</b>	<b>Number of Classes</b>
1	<b>Organizational Behaviour:</b> Meaning, Meaning Elements, Goals, Importance, Forces, Concept of Organization and Its Nature, Models of Organizational Behaviour. Approaches to Understanding Behaviour in Organization.	2
2	<b>Individual Behaviour:</b> Meaning, Nature, Elements of Individual Behaviour, Factors Influencing the Aspects of Individual Behaviour, Perception, Attitudes, Personality, Values, Learning and Motivation.	6
3	<b>Group Behaviour:</b> Meaning, Nature, Components of Group Behaviour, Team Formation and Managing Team, Group	3

	Dimensions and Dynamics, Inter and Intra Group Behaviour.	
4	<b>Organization Structure:</b> Hierarchy, Span of Control, Organization Chart, Decentralization, Centralization.	2
5	<b>Organizational Processes:</b> Organizational Processes Affecting Organizational Behaviour; Decision Making Process, Communication Process, and Leadership Process, Theories and Models on these Processes.	5
6	<b>Behavioral Issues in Organization:</b> Concept of Organizational Culture, Organizational Conflict, Organizational Change, Innovation and Development.	2
7	<b>Organization Development:</b> Concepts and Characteristics of Organization Development (OD), Relation with Change Management, Models of OD, Methods of Adopting OD.	2
8	<b>Stress and Counseling:</b> Stress: Concept, Causes, Approaches to Stress Management; Counseling: Concept, Need, Types, and Approaches to Counseling.	2

### **Suggested Readings:**

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

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.

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

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

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

### ***PA 322: Qualitative Research Methods***

## **Course Description:**

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 Learning Objectives:**

Students who successfully complete this course will be able to:

- Understand the historical and philosophical foundation of qualitative research methodology.
- Comprehend the key research strategies and principles for research design in the field of qualitative research.
- Have a clear idea about the skills, techniques, and knowledge necessary to undertake independent research using this methodology.

## **Course Contents:**

1. Introduction to Qualitative Research
2. Philosophical Assumptions and Interpretive Frameworks
3. Formulating Qualitative Questions and Searching for Research Issues
4. Various Approaches to Designing and Conducting Qualitative Research
5. Collecting Qualitative Data
6. Techniques of Interpreting, and Analyzing Qualitative Data/ Information
7. Approaches to Review and Synthesis of Qualitative Research/ Evidence Synthesis
8. Reporting Research
9. Standards of Validation and Evaluation in Qualitative Research

**Unit-wise Classes:**

<b>Unit</b>	<b>Unit Topic</b>	<b>Number of Classes</b>
1	<b>Introduction to Qualitative Research:</b> Characteristics of Qualitative Research, When and How to do it? Process of Designing a Qualitative Study, Ethics of Qualitative Research.	3
2	<b>Philosophical Assumptions and Interpretive Frameworks:</b> Four Philosophical Assumptions: Ontology, Epistemology, Axiology, Methodology, Relation between Philosophy and Research. Interpretive Frameworks: Rationalism, Empiricism, Positivism, Constructionism, Critical Theories, Postmodernism.	3
3	<b>Formulating Qualitative Questions and Searching for Research Issues:</b> Research Problem Statement, Purpose Statement, Research Questions, Research Issues for Discussion.	2
4	<b>Various Approaches to Designing and Conducting Qualitative Research:</b> Narrative Research, Phenomenology, Grounded Theory, Ethnography, Case Study.	5
5	<b>Collecting Qualitative Data:</b> Content Analysis, Interviewing, Observation, Focus Group Discussion, Questionnaire, Participatory Rural Appraisal.	3
6	<b>Techniques of Interpreting and Analyzing Qualitative Data/ Information:</b> Editing Data, Classification of Data, Data Analysis, Interpretation and Drawing Inferences, Problems in Data Interpretation.	2
7	<b>Approaches to Review and Synthesis of Qualitative Research/ Evidence Synthesis:</b> Triangulation of Qualitative Data, Combining Approaches.	2

8	<b>Reporting research:</b> Writing Strategies of Qualitative Research, General Format of a Research Report, Other Formats.	2
9	<b>Standards of Validation and Evaluation in Qualitative Research:</b> Perspectives on Validation, Validation Strategies, Reliability Perspectives, Evaluation criteria.	2

**Note:** As a part of this course qualitative research will be conducted by each student on the topic chosen by him/ her earlier in the 5<sup>th</sup> semester. The students are expected to submit an individual research report which will carry 15 marks (Assignment).

### **Suggested Readings:**

Creswell, J. W, 2013. Qualitative Inquiry and Research Design: Choosing Among Five Approaches, London, Thousand Oaks, New Delhi: SAGE Publications Ltd.

Flick, U,2014. An Introduction to Qualitative Research, London, Thousand Oaks, New Delhi: SAGE Publications Ltd.

Islam, M. R. and Faruque, C. J, 2017. Qualitative Research: Tools and Techniques. Dhaka: AHDPH.

Punch, Keith F, 1998. Introduction to Social Research: Quantitative and Qualitative Approaches, London, Thousand Oaks, New Delhi: SAGE Publications Ltd.

Waller, V., Farquharson, K. and Dempsey, D, 2016. Qualitative Social Research: Contemporary Methods for the Digital Age. London, Thousand Oaks, New Delhi: SAGE Publications Ltd.

Willig, C, 2010. Introducing Qualitative Research in Psychology, New Delhi: Tata McGraw Hill Education Private Limited.

## ***PA 323: Management of Social Welfare and NGOs in Bangladesh***

### **Course Description:**

Irrespective of its nature, it is inevitable for the State to ensure the wellbeing of its citizens, which is popularly known as social welfare. As a concept, social welfare involves some organized services and provisions for the society to deal with social problems. The purpose of

this course is to help students develop an understanding about the concept of social welfare and its management in Bangladesh. In this connection, the administrative arrangements and management practices of social welfare services across public and non-profit sector/NGOs will be covered by the course. Intricate issues related to the management of NGOs will also be dealt with by this course.

### **Course Learning Objectives:**

The course will enable students to:

- Comprehend the concepts and issues of social welfare and the non-profit sector/NGOs.
- Understand the agencies/institutions of the government and the non-profit sector/NGOs engaged in the delivery of social welfare services.
- Develop a critical understanding of the overall management of social welfare programs by the Government and the Non-Profit sector.

### **Course Contents:**

1. Concepts related to Social Welfare
2. Approaches to Social Welfare
3. State and Social Welfare
4. Growth and Development of Social Welfare in Bangladesh
5. Legal Framework of Social Welfare in Bangladesh
6. Managing Social Welfare Programs by the Public Sector in Bangladesh
7. Non-Profit Sector/NGOs and Social Welfare
8. Management of NGOs in Bangladesh: Legal and Institutional Framework
9. NGO Financing
10. GO-NGO Collaboration
11. NGO Accountability

### **Unit-wise Classes:**

Unit	Unit Topic	Number of Classes
1	<b>Concepts related to Social Welfare:</b> Social Service, Social work, Social Problem, Welfare State, Social Security, Social Protection, Social control, Social Development and Change.	2
2	<b>Approaches to Social Welfare:</b> Residual, Institutional, Philanthropic, Developmental approach.	2
3	<b>State and Social Welfare:</b> Social Welfare and the Welfare State, Bismark's Social Security System in Germany, The Beveridge Report and Social Security System in England, the Great Depression and Social Welfare System in USA.	3
4	<b>Growth and Development of Social Welfare in Bangladesh:</b> Historical Trend and Perspective of Social Welfare in Bangladesh.	1
5	<b>Legal Framework of Social Welfare in Bangladesh:</b> Constitutional Provisions, Trust Act 1882, National Social Welfare Policy 2005; The Voluntary Social Welfare Agencies (Registration and Control) Ordinance, 1961; Foreign Donations (Voluntary Activities) Regulation Act 2016, Volunteer Social Welfare Organizations (Registration and Control) Act 2019.	2
6	<b>Managing Social Welfare Programs by the Public Sector in Bangladesh:</b> Managing finance: Budget issues for social welfare programs, Revenue sources, Resource allocation, Role and Functions of the Ministries/Departments, Local Administration and Local Government Institutions (Rural and Urban) in Managing Social Welfare Programs.	2
7	<b>Non-Profit Sector /NGOs and Social Welfare Efforts:</b> Emergence of NGOs as the Third Sector, Popular Theories of NGO Growth, Factors led to the Expansion of NGOs in Bangladesh, Approaches to NGO Operation, Nature of Social Welfare Activities run by the NGOs in Bangladesh.	4
8	<b>Management of NGOs in Bangladesh:</b> Institutional Framework and Regulatory Institutions, NGO Affairs Bureau.	2
9	<b>NGO Financing:</b> Pattern, Source, Financial Sustainability of NGOs, Problems and Issues related to NGO Financing	2
10	<b>Government-NGO Collaboration:</b> Types and Models of	2

	Collaboration, Advantages, Disadvantages of Collaboration.	
11	<b>Accountability of NGOs:</b> Definition and Types of NGO Accountability, Mechanisms for Ensuring NGO Accountability, Factors Promoting NGO Accountability Challenges of Accountability.	<b>2</b>

### **Suggested Readings:**

Ravichandran N. and David Lewis 2008 Non-Governmental Organizations and Social Welfare: New Research Approaches. Blackwell Rawat Publishers.

Friedlander, W.A. and Apte, R. Z., 1974. Introduction to Social Welfare, India: Prentice Hall.

Kirst-Ashman, K. K., 2009. Introduction to Social Work and Social Welfare: Critical Thinking Perspectives, Belmont, CA: Thomson Brooks/Cole.

Midgely, J, 1995. Social Development: The Development Perspective in Social Welfare, London: SAGE.

Nagendra, S, 2007. Voluntary organizations & Social Work, Oxford Book Co.

NGO Affairs Bureau, 1990. Guide to NGOs in Bangladesh, Dhaka: NGO Affairs Bureau, GOB.

Sachdeva, D.R., 2003. Social Welfare Administration in India, (4th Edition), Kitab Mahal.

Timms, N (ed.), 1980. Social Welfare: Why and How? Boston: Routledge & Kegan Paul.

### ***PA 324: Entrepreneurship and Business Development***

#### **Course Description:**

Twenty first century is about broadening the horizon, understanding the technologies, trends and developments, exploring people, market and opportunities, and taking new initiatives to address various social and economic challenges of the society. This course introduces students with the basic understanding and overview of the concepts, theories and requirements, necessary to establish and manage a new business. Topics include basic information about entrepreneurship, developing business plan for an entrepreneur, determining marketing strategies, financial strategies, compensation package, etc.



## Course Learning Objectives:

The course aims to:

- Share the concepts, theories, and models of entrepreneurship development.
- Educate the students with necessary knowledge and skills that an entrepreneur should have to start, grow, and successfully manage a new business.
- Introduce the students with different opportunities prevailing in the society which they can consider and pursue as their entrepreneurial initiatives.
- After successful completion of this course, students will be able to develop efficient business plan, marketing plan, and they will have the inspiration to start a new business that would address both social and economic challenges.

## Course Contents:

1. Entrepreneur and Entrepreneurship
2. Entrepreneurial Opportunities
3. Developing a Business Plan
4. Selecting Ownership of Your Business
5. Marketing of Your Business
6. Managing Staff
7. Financing, Insurance and Protecting Business
8. Start-up and Beyond

## Unit-wise Classes:

Unit	Unit Topic	Number of Classes
1	<b>Entrepreneur and Entrepreneurship:</b> Meaning, Characteristics of an Entrepreneur, Types of Entrepreneurs, Functions of an Entrepreneur, Evolution of Entrepreneurship, Distinction between an Entrepreneur and a Manager.	3
2	<b>Entrepreneurial Opportunities:</b> The Entrepreneurial Process, The Opportunity (Creating, Shaping, Recognizing, Seizing), Screening Venture	3

	Opportunities, Opportunities for Social Entrepreneurship and Corporate Entrepreneurship, The Business Plan.	
3	<b>Developing a Business Plan:</b> Importance of Business Plan for an Entrepreneur. What goes into a Business Plan? How to Create an Effective Business Plan?	<b>3</b>
4	<b>Selecting Ownership of Your Business:</b> Types of Ownerships: Running an Existing Business/Company or Family Business, Ownership through Partnership, Franchise Ownership, Starting Own Business, Sole Proprietorship, Corporation, etc.	<b>3</b>
5	<b>Marketing of Your Business:</b> Value of Marketing, Targeting Market of Your Business, Developing Marketing Plan, Identifying Competitors, The Marketing Mix: Product and Price, Distribution and Promotion.	<b>3</b>
6	<b>Managing Staff:</b> Hiring Employees, Determining Compensation Package, Managing Staff: Recruitment, Promotion, etc., Finding Alternatives to Adding Staff (Freelancer, Interns, and Temporary Workers), etc.	<b>3</b>
7	<b>Financing, Insurance and Protecting Business:</b> Make a Financial Plan, Obtain Financing for Your Business, Theft Proof and Insure Your Business.	<b>3</b>
8	<b>Start-up Business and Beyond:</b> Leading Rapid Growth, Crises, and Recovery, The Family as Entrepreneur, The Harvest and Beyond.	<b>3</b>

### **Suggested Readings:**

Burns, P. 2016. Entrepreneurship & Small Business: Start-up, growth &Maturity, Palgrave Macmillan, New York, USA.

Gulati, R., and DeSantola, A., 2016. “Launch a Start-up that Lasts”, Harvard Business Review, March Issue, USA.

Spinelli, S, and Adams, R. 2015. New Venture Creation: Entrepreneurship for the 21st Century, McGraw-Hill, USA.

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

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

#### **Course Description:**

This course focuses on how the new public management and reinventing government movements have affected the nature and practice of public management in recent decades. The course makes a critical assessment of the challenges that the public organizations and public managers are facing in contemporary world and also the opportunities created therein with the advent of these globally popular public sector management conceptions.

#### **Course Learning Objectives:**

Upon completion of this course the student should be able to:

- Understand the reasons for the emergence of the concept of public management and its various important theoretical and empirical tenets.
- Analyze the state and market debates with a special reference to accessing public welfare.
- Assess and understand the relevance of these conceptions to the broader socio-political and economic systems in a developing country like Bangladesh.
- Examine and understand how different countries have gone about using these public management conceptions and the lessons a country like Bangladesh can learn from the international experiences in reshaping and transforming its public sector management.

#### **Course Contents:**

1. The changing nature and emerging role of public sector in developing countries.
2. From New Public Administration to New Public Management
3. Main features of Public Management, New Public Management as a paradigm shift.
4. Market and Managerialism
5. Principles of reinventing government
6. Public enterprises reform and privatisation
7. Public Private Partnership (PPP) and options for implementation.

8. PPP best practices: global and Bangladesh experiences
9. Strategic Management in public sector and quality concerns in public sector
10. New Public Management in developing countries: Problems and potentials.

**Unit-wise Classes:**

Unit	Unit Topic	Number of Classes
1	<b>Public Sector in Transition:</b> The Changing Nature and Emerging Role of Public Sector in Developing Countries.	2
2	<b>From New Public Administration to New Public Management:</b> Concept, Scope and Significance, The Distinctions between Traditional Public Administration and Public and New Public Management	2
3	<b>The State versus Market Debate:</b> Main Features of New Public Management, New Public Management as a Paradigm Shift	2
4	<b>Market and Managerialism:</b> 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.	4
5	<b>Principles of Reinventing Government:</b> What, Why and How?	2
6	<b>Public Enterprises Reform and Privatisation:</b> Theory and Practice	3
7	Public Private Partnership (PPP) and Options for Implementation	3
8	<b>PPP Best Practices:</b> Global and Bangladesh Experiences	2
9	Strategic Planning and Management in the Public Sector and Quality Concerns and Management in Public Sector	2
10	<b>New Public Management in Developing Countries:</b> Problems and Potentials	2

**Suggested Readings:**

Osborne, D. E. & Gaebler, T. 1992. Reinventing Government, New York, Addison-Wesley.

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

Hughes, O. E. 2016. Public Management and Administration- An Introduction, UK, Palgrave Macmillan.

Khan, M. M. 2009. From Government to Governance: Expanding the Horizon of Public Administration to Public Management, Dhaka, University Press Limited.

Bovaired, T. & Loffer, E. (Eds.), 2015. Public Management and Governance, UK, London, Routledge.

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

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

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

### **Course Description:**

The course will help students understand the key concepts and approaches of performance management and its importance in public sector. It will familiarise the students with the techniques of designing performance management system in public sector organisations. 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 elsewhere. Challenges in introducing performance management typically faced by the public-sector managers will also be highlighted in the course.

### **Course Learning Objectives:**

Students who successfully complete this course will be able to:

- Have a clear understanding about the concept of performance management.
- Develop a deeper insight about the various approaches to performance management system.
- Gain relevant knowledge and skills to devise performance management system in an organisation.

### **Course Contents:**

1. Performance Management: Concept, definition and importance
2. Process of Performance Management
3. Models/Approaches of Performance Management
4. Implementation strategies: Role of managers
5. Challenges in implementing Performance Management
6. Practices of Performance Management in Bangladesh
7. Best practices of Performance Management

### Unit-wise Classes:

Unit	Unit Topic	Number of Classes
1	<b>Performance Management: Concept, Definition and Importance:</b> 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?	3
2	<b>Process of Performance Management:</b> Performance Management as a Process of Management, Performance Management Cycle, Strategic Planning, Models of Strategic Planning,	3
3	<b>Models/Approaches of Performance Management:</b> Management by Objectives (MBO), Balanced Scorecard (BSC), Logic Model, Performance Agreements for Individuals, Total Quality Management (TQM), Six Sigma Method.	6
4	<b>Implementation Strategies: Role of Managers:</b> Top Managers, Line Managers, The Role of Employees, The Role of HR.	2
5	<b>Challenges in Implementing Performance Management:</b> Difficulties in Identifying Performance Goals, Performance Indicators, Organisational/ Behavioural and Technical Challenges in Implementing Performance Management in Organizations.	2
6	<b>Practices of Performance Management in Bangladesh:</b> Individual Performance Appraisal, Annual Confidential Report/Annual Performance Report, Annual Performance Agreement, Performance Based Compensation, Annual Organisational Performance Report, Governmental Performance and the Parliament.	4
7	<b>Best Practices of Performance Management:</b> Performance Management in Korea, Performance Based Budgeting in Malaysia.	4

### Suggested Readings:

Anthony L. Barth & Wiaan de Beer 2018. Performance Management Success: A Best Practices and Implementation Guide for Leaders and Managers of All Organizations Springer International Publishing

Herman Aguinis 2013. Performance Management, 3rd Edition, Boston, MA: Pearson

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.

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

Boyne, G. & Ashworth, R. 2010. *Organizing Government*, Vol 1-4, London, SAGE publications.

World Bank. 1996. *Government that Works- Reforming the Public Sector*, Dhaka, World Bank.

## ***PA 413: Ethics and Professionalism in Public Administration***

### **Course Description**

The purpose of this course is to familiarise students with the tradition of moral philosophy and the use of moral philosophy in the study of ethical and professional behaviour in public service. Ethics and professionalism go hand in hand in ensuring efficient and just governance in the functioning of state. These two constitute the two sides of a single coin. Professionalism in public administration is an overarching value that determines how its activities will be carried out. It encompasses all other values that guide the public service such as loyalty, neutrality, transparency, diligence, punctuality, effectiveness, impartiality, and other values that may be specific to a country. On the other hand, ethics are broad norms that delineate how public administration should exercise judgment and discretion in its duties and responsibilities. Most of the current problems of governance including endemic corruptions especially in the developing countries are directly or indirectly related to the crises in professionalism and ethics.

### **Course Learning Objectives:**

- To help students develop awareness, skills, and values to understand different aspects of ethics and professionalism in Public Administration.
- To make the students familiar with the values, principles, standards, and codes public servants use in decision making and decision implementation.
- To help the students developing ethical reasoning skills for identifying and dealing effectively with professional and ethical dilemmas.
- To raise awareness of contemporary administrative challenges and their professional and ethical implications.

**Course Content:**

1. The meaning of ethics and professionalism, ethics and professionalism in Public Administration.
2. Principles of professionalism, the value base of Public Administration.
3. Professionalism and ethics in Public Administration in an era of radical transformations.
4. Influence of new paradigms of Public Administration on ethics and professionalism.
5. Determinants and dilemmas of ethics and professionalism in Public Administration
6. Ethical and professional guidelines: The Constitution and other laws and policies.
7. Ethics, morality and distributive justice in Public Administration.
8. The value basis of ethical and professional conduct in Public Administration.
9. The future of ethics and professionalism in Public Administration.
10. Role of civil society and private sector in promotion of ethical and professional standards in Public Administration.

**Unit-wise Classes:**

<b>Units</b>	<b>Unit Topic</b>	<b>Number of Classes</b>
1	The Meaning of Ethics and Professionalism and their Importance. Types of Ethics--Social, Individual, Professional Ethics, Ethics and Professionalism within the Context of Public Administration, Professional Ethics in Public Administration, How can and why should Professionalism and Professional Ethics be Promoted?	3
2	<b>Principles of Professionalism:</b> Roles and Responsibilities of Public Officials, The Value Base of Public Administration, Professional Management and Democracy.	2
3	<b>Public Professionalism and Ethics in an Era of Radical Transformations:</b> Meaning, Challenges, Factors in Promoting Public Service Professionalism and Ethics.	3
4	<b>Influence of New Paradigms of Public Administration on Ethics:</b> New Ethical Challenges in a Changing Public Administration.	2
5	<b>Determinants and Dilemmas of Ethics in Public Administration:</b> Democratic Accountability of Administration, The Rule of Law and the Principle of Legality, Professional Integrity and Responsiveness to Public.	2



6	<b>Ethical Guidelines:</b> The Constitution and Other Laws, Policy Documents, Codes of conduct, Civil Service Law or Act as Ethical Guidelines, An evaluation of the Application of Ethical Guidelines in Public Administration.	2
7	<b>Ethics, Morality and Justice-Ethical Implications of Budgets:</b> Distributive Justice, Budget as a Moral Issue, Ethical Budgets, Reflection on Equality, on Equal Opportunities, on Equity.	3
8	<b>Values Forming the Basis of Ethical and Professional Conduct:</b> Political, Economic, Social and Managerial Principles, Religious and Societal Values.	2
9	<b>Need for Ethical and Professional Behavior in Public Administration in an Era of Globalization:</b> Individual Values, Professional Values, Organisational Values, Legal Values, Public Interest Values, Global Interest Values. The Future of Ethics and Professionalism in Public Administration, Towards Building of a Professional and Ethical Architecture--Determinants and Challenges.	3
10	Role of Civil Society and Private Sector in Promotion of Ethical and Professional Standards in Public Administration. Consequences of Failure to Promote a Universal Ethical and Professional Standard in Public Administration.	2

### **Suggested Readings:**

Goldenhuy, J. S. H. 2004. Ethics and Professionalism: Battle against Public Corruption, Stellenbosch, SUN PRESS.

Dobel, J. P. 1999. Public Integrity, Baltimore, Johns Hopkins University Press.

Bok, S. 1978. Lying: Moral Choice in Public and Private Life, New York, Vintage Books/Random House.

O'Leary, R. 2006. The Ethics of Dissent: Managing Guerrilla Government, Washington, D.C., CQ Press.

United Nations, 2000. Professionalism and Ethics in the Public Service: Issues and Practices in Selected Regions, New York, United Nations.

Cox III, R. W. 2015. Ethics and Integrity in Public Administration: Concepts and Cases, New York, Routledge.

United Nations. 2000. Promoting Ethics in the Public Service, New York, Department of Economic and Social Affairs Division for Public Economics and Public Administration.

## ***PA 414: Quantitative Research***

### **Course Description:**

The course will introduce the students to basic statistical tools, process and approaches of data collection and data analysis including probability, distributions, sampling, chi-square test, hypothesis testing, confidence intervals, correlation and regression analysis. The students will generate primary data and do hand on exercise on the basis of collected data/information

### **Course Learning Objectives:**

Upon completion of this course the student should be able to:

- Design and implement an unbiased study that will produce sound statistical results.
- Generate and interpret statistics and graphs from data that arise from small real life surveys.
- Apply confidence intervals and test hypotheses to make conclusions about data that come from practical applications.
- Perform regression analysis to make informed predictions about relationships between quantitative variables.
- Students will get basic understanding to process primary data by using Excel and SPSS

### **Course Content:**

The course will cover the basic statistical tools and approaches to acquaint and orient the students to use those for data processing and analysis.

1. Introduction to basic statistical tool that used for data processing and analysis.
2. Introduction to Central Tendency.
3. Measures of dispersion – Standard Deviation and Variances – I.

4. Class workshop on Central Tendency
5. Class workshop on Standard Deviation and Variances – I
6. Chi Square and Hypothesis Testing
7. Correlation Analysis
8. Regression Analysis I
9. Regression Analysis II
10. Primary data collection
11. Practical training on data processing with Excel and SPSS
12. Presentation of survey data

**Unit-wise Classes:**

<b>Unit</b>	<b>Unit Topic</b>	<b>Number of Classes</b>
1	Introduction to Basic Statistical Tool that Used for Data Processing and Analysis	1
2	Introduction to Central Tendency – I	2
3	Measures of Dispersion – Standard Deviation and Variances – I	1
4	Class Workshop on Central Tendency	1
5	Class Workshop on Standard Deviation and Variances – I	1
6	Chi Square and Hypothesis Testing	2
7	Correlation Analysis	2
8	Regression Analysis I	2
9	Regression Analysis II	2
10	Primary Data Collection/ Survey	2
11	Practical Training on Data Processing with Excel and SPSS	4
12	Survey Data Presentation	4

\* Note: The course will be outsourced until the internal expertise is developed. Practical training on data processing based on Microsoft Excel, SPSS to be provided in collaboration with the Department of Statistics, DU. If needed, concessional fees may as well be paid to the students.

## **Suggested Readings:**

Mian, M. A. & Miyan, M. A. 2005. An Introduction to Statistics, Dhaka, Ideal Library.

McClave, J. T. & Sincich, T. T. 2017. Statistics, USA, Pearson.

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

### ***PA 421: Introduction to Public Policy***

#### **Course Description:**

The objective of the course is to familiarise the students with the fundamentals of public policy making. Key concepts, theories and elements of policy cycle and the generic instruments of policy making are the focus of the course. How policy proceeds from idea generation to evaluation through implementation, who are the actors involved in the entire 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.

#### **Course Learning Objectives:**

Students who successfully complete this course will be able to:

- Have a deeper knowledge and understanding about the fundamentals of public policy making.
- Be familiar with the popular theories/models/approaches to policy formulation, implementation and evaluation.
- Have a clear understanding about the complexities of public policy making process.

#### **Course Contents:**

1. Conceptual overview
2. Designing public policy: policy cycle
3. Models/approaches to policy making

4. Policy content and context
5. Policy actors
6. Policy implementation
7. Policy analysis
8. Policy evaluation

**Unit-wise Classes:**

<b>Unit</b>	<b>Unit Topic</b>	<b>Number of Classes</b>
1	<b>Conceptual Overview:</b> 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.	3
2	<b>Designing Public Policy: Policy Cycle:</b> Policy Formulation: Idea Generation, Agenda Setting, Policy Frame Working, Policy Implementation, Policy Evaluation.	3
3	<b>Models/Approaches to Policy Making:</b> Rational, Incremental, Strategic, Stagist Approach, Political Systems Model, Elite Mass Theory, Public Choice Theory, Society-Centered, State-Centered Approach, Institutionalism	4
4	<b>Policy Content and Context:</b> What is Policy Content? Types of Policy, Policy Context/ Policy Environment: Social, Political, Economic, Cultural and Governing Context.	4
5	<b>Policy Actors:</b> Elected Officials, Appointed Officials, Interest Groups, Research Organizations, Mass Media, State Actors, Societal Actors, International Actors	4
6	<b>Policy Implementation:</b> 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).	3
7	<b>Policy Analysis:</b> What is Policy Analysis? Dimensions of Policy Analysis, Distinction between Policy Analysis and Policy Evaluation, Steps of Policy Analysis.	2
8	<b>Policy Evaluation:</b> What is Evaluation? Approaches to Evaluation, Planning and Needs Evaluation, Process Evaluation, Efficiency Evaluation, Impact Evaluation.	1

**Suggested Readings:**

- Anderson, J. E. 1975. *Public Policy Making*, London, Thomas Nelson and Sons Limited.
- 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.
- Kingdon, J. W. 2003. *Agendas, Alternatives, and Public Policies*, New York, Longman.
- Grindle, M. S. & Thomas, J. W. 1991. *Public Choices and Policy Change: The Political Economy of Reform in Developing Countries*, Baltimore and London, John Hopkins University Press.
- Osman, F. A. 2004. *Policy Making in Bangladesh: A Study of the Health Policy Process*, Dhaka, AHDP.
- Fischer, F., Miller, G. J., & Sidney, M. S. (Eds.), 2007. *Handbook of Public Policy Analysis: Theory, Politics and Methods*, USA, Florida, CRC Press.
- 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.
- Peters, G. B. and Zittoun, P. (Eds.), 2016. *Contemporary Approaches to Public Policy: Theories, Controversies and Perspectives*, London, Palgrave Macmillan.

## ***PA 422: International Trade and Political Economy***

### **Course Description:**

The course provides a sound theoretical and analytical basis for examining and evaluating the causes and consequences of international trade within the ambit of the global political economy. The main objective of the course is to make the students familiar with the basic aspects of international trade and protectionism and political economy. The course is structured around a set of topics which include: the determinants of international trade and political economy, international trade and the free market economy, international trade and globalisation, international trade and its effects on nation and its governance, international trade theories, gains

from trade and political economy attached to it, balance of payments, exchange rate regime, economic integration, trade policy negotiations, different types of protectionism and their implications, political economy of trade policy.

### **Course Learning Objectives:**

Students who successfully complete this course will be able to:

- Equip themselves with theoretical knowledge about international trade and global political economy.
- Make familiar with the basic aspects of international trade and protectionism and the global political economy.
- Get an opportunity to reflect on the role of state in development, and implications of foreign capital and direct investment in development.
- Understand the relevance and political economy of different international financial regimes in the economic development of least developed countries and the causes and consequences of international trade.

### **Course Contents:**

1. International trade and political economy.
2. International trade and the free market economy.
3. An overview of international trade theories.
4. Gains from international trade.
5. Balance of payments.
6. Exchange rate regime and international trade.
7. Protectionism.
8. Economic integration.
9. Political economy of international institutions.
10. The political economy of trade policy

**Unit-wise Classes:**

Unit	Unit Topic	Number of Classes
1	<b>International Trade and Global Political Economy:</b> Importance of International Trade and Global Political Economy, The Emergence of Planned Economy and its Impact, Redefinition of State's Role, The Fall of Communism: Diminishing Role of the State, The Modernisation School, The Dependency School.	2
2	<b>International Trade and the Free Market Economy:</b> An Overview. International Trade and Globalisation: Nature of Linkages and Impact, The Role of State in Today's Economic Context: 'Bringing Back the State' (Empirical Example: East Asian Miracle).	3
3	<b>An Overview of International Trade Theories:</b> Mercantalism, Absolute Advantage and Comparative Advantage, Heckscher-Ohlin Theorem, Leontief's Paradox, Product Life Cycle Theory, New trade Theory, Porter's Diamond.	4
4	<b>International Trade:</b> Who Gains and Who Loses? Why and How?	2
5	<b>Balance of Payments:</b> Components, Nature of Balance of Payment, Reasons for Balance of Disequilibrium and its Implication.	2
6	<b>Exchange Rate Regime and International Trade:</b> 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.	2
7	<b>Protectionism:</b> Meaning and Nature, Costs and Benefits of a Tariff, Export Subsidies, Quotas, Trade Policy in Developing Countries: Import-Substituting Industrialisation, The Infant Industry Argument, Problems of Import-Substituting Industrialisation, Export-Oriented Industrialisation: The East Asian Miracle-the Facts of Asian growth.	3
8	<b>Economic Integration:</b> Rationale, Different Stages of Economic Integration and How it Affects International Trade and Welfare of a Nation?	2
9	<b>Political Economy of International Institutions:</b> Foreign Aid & Capitalist Expansion in Third World Countries, Foreign Investment in Developing Countries, Role of Multinational Companies & International Financial Organisations-World Bank, IMF, ADB.	2
10	<b>The Political Economy of Trade Policy:</b> The Role of WTO and International Financial Institutions. International Trading Agreements: A Brief History- the Uruguay Round, Trade Liberalisation, From the GATT to the WTO, Preferential Trading Agreements.	2



### **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.

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

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

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, University Press Limited.

North, D. C. 2000. *Institutions, Organizations and Market Competition*, Washington University.

### ***PA 423: Research Monograph***

Based on the research proposal prepared in the 5<sup>th</sup> Semester, Students will be required to complete their empirical research and produce a Research Monograph within 25,000-word limit.

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

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

#### **Course Description:**

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 Learning Objectives:

Students who successfully complete this course will be able to:

- Solidify their understanding about the leading theories and concepts of public administration
- Be familiar with theoretical explanations of the critical issues of public administration
- Have practical skill to comprehend and to deal with the issues of administration in an efficient way

### Course Contents:

1. Conceptual Development of Public Administration: From Tradition to Modernity
2. Globalization and Public Administration
3. Decision Making in Public Administration
4. Good Governance, Transparency and Accountability in Administration
5. Public Participation in Administration
6. Public Service Delivery
7. Public Sector Corruption
8. Social Capital & Public Administration

### Unit-wise Classes:

Unit	Unit Topic	Number of Classes
1	<b>Conceptual Development of Public Administration:</b> From Traditional Administrative –Bureaucratic Paradigm to Modern Managerial and Governance Paradigms, Approaches to the Study of Public Administration	4
2	<b>Globalization and Public Administration:</b> Concept of globalization, Globalization as a new fashion of imperialism, Impact of globalization on Public Administration	2

3	<b>Decision Making in Public Administration:</b> 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.	3
4	<b>Good Governance, Transparency and Accountability in Administration:</b> Dimensions of Transparency in Governance, Instruments of Transparency, Types of Accountability: Horizontal, Vertical, Financial, Democratic, Performance Accountability, Forms of Accountability: Democratic, Market and Administrative.	3
5	<b>Public Participation in Administration:</b> Participatory Governance and its Theoretical Roots-Liberal Democracy, Neoliberalism, Institutionalism, Communitarism, where does Participatory Governance Begin? Strength and Weaknesses of Participatory Governance.	2
6	<b>Public Service Delivery:</b> Evolving values of public service delivery from welfare state to marketisation: equity and efficiency, social vs economic values. Modalities: decentralization, partnership, community engagement, social audit.	3
7	<b>Public Sector Corruption:</b> Understanding the Causes of Corruption-Theoretical Roots: Organizational Culture Theories, Bottleneck Theories, Clientelism, Patrimonialism	2
8	<b>Social Capital &amp; Public Administration:</b> Definition, Intellectual Heritage of Social Capital, Sources of Social Capital, Role of Social Capital in Public Policy Process.	2
9-11	Students will be required to select any of the issues covered in the course and to analyze that issue in Bangladesh perspective identifying suitable theory/ies and make group presentation in class (carrying 15 marks earmarked for assignment).	3

**Must Read Selected Papers (Reading of these papers will be assessed either through presentation or Class Test carrying 10 marks):**

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:**

Chhotray, V. & Stoker, G. 2009. *Governance Theory and Practice: A Cross-Disciplinary Approach*. UK: Palgrave Macmillan

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***

### **Course Description:**

This course aims to critically examine the key issues and debates related to the process of development and their impacts upon public administration with a particular focus on developing countries including Bangladesh. The course is designed to orient the students with different theories of development that have evolved over the years and the pertinent issues related to managing development in practice. From that point of view, the course focuses on the institutions, structures, processes, strategies, and interactions that facilitate or hinder the process of development. Thus, the course will provide the students with a broader view of 'development' and enable them to understand the intricacies of managing development and linkages between development and public administration.

## **Course Learning Objectives:**

Upon completion of the course, students will be able to:

- Understand the various theories of development, goals and strategies of development and evolution of the concept of development administration
- Recognize various structures, processes and institutions associated with development administration and their interplay and the dynamics of development administration
- Analyze the intricacies and linkages between development and public administration and the nature of the challenges/issues on the ground with their impact
- Learn the essentials of managing development

## **Course Content:**

1. Meaning of Development: Different dimensions, development as a process, development as an outcome
2. Theories, Models and Strategies of Development
3. Development Theories and Public Administration in Developing Countries
4. Nature of State and its Role in and Implications for Development
5. Development Administration: Concept, Scope and Strategies
6. Development Planning: Concept, Process and Implications
7. Institutional Arrangements for Development Management in Bangladesh
8. Role of Non-Governmental Organizations (NGOs) and Development Partners in Development Management
9. Bureaucratic Capacity and Development Administration

**Unit-wise Classes:**

Unit	Unit Topic	Number of Classes
1	<b>Meaning of Development:</b> Definitions and Interpretations of Development, Various Dimensions- Development as a process, Development as an outcome, Key Aspects and Milestones in Developmental Thinking, Concept of Under-Development	2
2	<b>Theories, Models and Strategies of Development:</b> Modernization theory: Sociological and anthropological modernization theory, Linear stages of growth model, Critics of modernization theory. Structuralism. Dependency theory. Basic needs. Neoclassical theory--Structural adjustment. Recent trends- Post-development theory, Sustainable development, Human development theory	4
3	<b>Development Theories and Public Administration in Developing Countries:</b> Shortages of Skills and Tools, Difficulties of Organization and Structure, Political Difficulties, Cultural and Attitudinal Barriers.	2
4	<b>Nature of State and its Role in and Implications for Development:</b> Colonialism and Development, The Postcolonial State and Development, Beyond Post-colonialism; Development Strategies and State Roles: Development Strategies in Asia, Latin America and Africa.	2
5	<b>Development Administration-Concept, Scope and Strategies:</b> Concept of Development Administration, Development of Administration or Administrative Development? Attributes of Development Administration, Nature of Development Administration, Scope, Significance and Strategies of Development Administration.	2
6	<b>Development Planning-Concept, Process and Implications:</b> Concept and Types of Development Planning, Planning for Sustainable Development, Key Elements of Development Planning, Development Planning Process with Special Reference to Bangladesh (SDGs and Five-Year Plan, Vision 2041, Delta Plan), Limitations of Development Planning.	3
7	<b>Institutional Arrangements for Development Management in Bangladesh:</b> Role of Institutions, Instruments and Mechanisms of Project Planning Process, National Parliament, Ministry of Planning, Planning Commission, NEC, ECNEC, ERD, IMED, Challenges Ahead to Planning and Managing Process.	2
8	<b>Role of Non-Governmental Organizations (NGOs) and Development Partners in Development Management:</b> Role of NGOs in Development Planning and management, Constraints and Remedial Measures; Role of Development Partners in development management: Challenges and Opportunities	2
9	<b>Bureaucratic Capacity and Development Administration:</b> Capacity of Bureaucratic Organizations to Prepare Development Plans, Bureaucratic Performance in Developed and Developing Countries,	2

	Challenges to Administrative Capacities, Capacity Enhancement Strategies and Challenges.	
Unit 10-11	<b>Student's Group Exercise:</b> Students will make group presentations on the development paths and processes of different countries suggested by the course teacher (one group, one country basis). The selection of countries to be made by the course teacher from the categories of advanced, newly industrializing and emerging economies and the detail framework will also be provided by the course teacher at the beginning of the Semester for the country case study. (Carrying 15 marks earmarked for the assignment)	<b>3</b>

### Suggested Readings:

Ahmed, E. 2012. Leading Issues in Bangladesh Development, Dhaka, University Press Limited.

Ahmed, E. 1980. Bureaucratic Elites in Segmented Economic Growth: Pakistan and Bangladesh, Dhaka, University Press Ltd.

Bates, R. H. (Ed.) 1988. Toward a Political Economy of Development, USA, University of California Press Ltd.

Cowen, M. P., Shenton, R. W. 1996. Doctrines of Development, Routledge.

Gant, G. F. 2006. "The Concept of Development Administration", in Otenyo, E. E., Lind N. S. (Eds.), Comparative Public Administration: The Essential Readings (pp. 257-285). Amsterdam, Netherlands: Elsevier.

Greig, A., Hulme, D., Turner, M. 2007. Challenging Global Inequality-- Development Theory and Practice in the 21st century. Palgrave Macmillan, New York.

Hussain, M. 2005. Development Administration in Bangladesh. Dhaka, A H Development Publishing House.

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

Preston, P. W. 1988. Rethinking Development, Routledge & Kegan Paul Books Ltd.

Peet, R. and Hartwick, E., 2015. Theories of Development: Contentions, Arguments, Alternatives, Guilford Publications.

Rapley, J. 2007. Understanding Development. Boulder, London: Lynne Rienner Publishers

Sobhan, R., Ahmad, M. 1980. Public Enterprise in an Intermediate Regime-A Study in the Political Economy of Bangladesh, Dhaka, Bangladesh Institute of Development Studies.

Weidner, E. (Ed.) 1970. Development Administration in Asia, Duke University Press, Durham, USA

## ***PA 513: Public Policy Analysis in Bangladesh***

### **Course Description:**

The course broadly attempts to give a broader conceptual understanding and practice of policy analysis. The course will attempt to follow an integrated-approach to public policy by linking with practical realities and the country context. It will also review some of the relevant macroeconomic principles and models, drawing global and regional experiences for conceptualization and analysis of public policies. The course will make an overview of the process and practice of economic analyses by using “big data” that contribute to the policymaking process. The course will introduce the students to some selected qualitative and quantitative tools of policy analysis.

### **Course Learning Objectives:**

Upon completion of this course the student should be able to:

- Understand the theoretical debates and discourses on the process and practices of public policy formulation in the context of global, regional and Bangladesh perspectives.
- Explore and understand and assess various qualitative approaches of policy analysis.
- Understand and get hands on experiences of some qualitative and quantitative tools of policy analysis.

### **Course Contents:**

1. Policy analysis: Conceptual Overview
2. Approaches to Policy Analysis
3. Tools of Policy Analysis: Qualitative Tools
4. Quantitative Tool
5. Practice of Policy Analysis in Bangladesh
6. Policy Network
7. Policy Colloquium
8. Preparing Policy Brief



## 9. Presenting Policy Brief

### Unit-wise Classes:

Unit	Unit Topic	Number of Classes
1	<b>What is Policy Analysis? Conceptual overview / Paradox of policy analysis</b>	<b>1</b>
2	<b>Approaches to policy analysis</b> -political approach, technical Approaches, institutional approaches, process approaches	<b>2</b>
3	<b>Tools of Policy Analysis:</b> Qualitative Tools: Force Field Analysis	<b>4</b>
4	<b>Quantitative Tools for Policy Analysis:</b> Economic Rate of Return (ERR), Internal Rate of Return (IRR), Cost Benefit Analysis (CBA), Externality Assessment, Big Data Analysis for Policy Simulation, Use of Big Data for Policy formulation and analysis	<b>6</b>
5	<b>Practice of Policy Analysis in Bangladesh:</b> Role of IMED, Planning Commission, ERD and Development Partners in Policy Analysis	<b>1</b>
6	<b>Policy Network</b> – Concept, process and practices -Case Study of Policy Network Analysis -Group Presentation of Case Studies	<b>2</b>
7	<b>Policy Colloquium:</b> The Colloquium will be handled by reputed Senior Professionals from Public Sector/ Third Sector/ Development Partners. The prime objective of the colloquium is to orient the students to understand and assess the policy dynamics and the determinants in practice.	<b>2</b>
8	<b>Preparation of Policy Brief:</b> Concept and Content of Policy Brief	<b>2</b>
9	<b>Presentation of Policy Brief:</b> Based on the learning from the policy colloquium, students in a group will prepare a Policy Brief and make class presentations	<b>4</b>

### Suggested Readings:

A Compendium (about 200 pages) containing basic text materials like book chapters, journal articles will be provided. 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.

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.

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.

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

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.

Preston McAfee, Tracy R Lewis, 2009. Introduction to Economic Analysis, Saylor Foundation

Reynolds, Vince, 2020. Hand out Big Data for Beginners, Goodreads

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

## ***PA 514: Global and Regional Public Administration: Comparative Perspective***

### **Course Description:**

Comparative public administration is often defined as the study of administrative systems in a comparative fashion. In fact, it is a branch of public administration but as an approach, it considers the workings of government in different socio-economic and cultural settings. The emergence of comparative public administration as a systematic field of study is directly linked with the development and distribution of foreign aid particularly after the 2<sup>nd</sup> World War. Overtime, the field has evolved in many directions ranging from the study of administrative systems, processes and inefficiencies to distributions of governmental power. The purpose of this course is to provide students with an overview of the basic concepts used to compare public administration across countries. This course seeks to strengthen student's understanding of

broader public administrative systems and processes in different socio-economic and ecological settings across the globe.

### **Course Learning Objectives:**

After completion of the course students will be able to:

- Understand the theoretical basis and growth of comparative public administration
- Recognize the importance of comparison in public administration
- Identify the similarities and differences of various administrative systems
- Distinguish between developed and less developed administrative systems.
- Apply these ideas to current national administrative system.

### **Course Contents:**

1. Comparative Public Administration: Meaning, Significance, Scope, Problems
2. Evolution of Comparative Public Administration
3. Models of and Approaches to the study of Comparative Public Administration
4. Some Major Administrative Systems
5. Relationship between the State and Society
6. Style of Public Administration in Comparative Perspectives (Developed and Developing Nations)
7. Administrative Systems in Advanced Countries (UK, USA, France)
8. Administrative Systems in South and South East Asia and Far East (Bangladesh, India, Pakistan, Nepal, Malaysia, Singapore, South Korea, Japan)

### **Unit-wise Classes:**

<b>Unit</b>	<b>Unit Topic</b>	<b>Number of Classes</b>
1	<b>Comparative Public Administration:</b> Meaning, Significance, Scope,	<b>2</b>

	Problems	
2	<b>Evolution of Comparative Public Administration:</b> Chronological Description of the Development of the field of Comparative Public Administration, How Historical, Sociological, Political and Economic Factors Contributed to its Emergence and its Subsequent Development?	3
3	<b>Models of and Approaches to the study of Comparative Public Administration:</b> The Bureaucratic System Approach, The General System Approach, Ecological Approach, The Development Administration Approach, The Decision-making Approach, Anthony Downs Model on Bureaucrats (climbers, conservers, zealots, advocates and statesmen), Structural-Functional Model, Eclectic Approach.	5
4	<b>Some Major Administrative Systems:</b> Traditional Autocratic System, Bureaucratic Elite System, Polyarchial Competitive System, Communist Totalitarian System, Common Administrative Patterns and Problems.	2
5	<b>Relationship between the State and Society:</b> Organizations interacting with state and society, Democratization and Civic Participation, Relationship between Types of Organizations and Types of Regimes.	2
6	<b>Style of Public Administration in Comparative Perspectives:</b> Post-modern public administration, Adhocracy, Collaborative public administration, Post-bureaucratic public administration, Post-traditional public administration.	2
7	<b>Administrative Systems in Advanced Countries (UK, USA, France):</b> Evolution of the Structure of Administration, Trends in Administrative Reforms and Changes, Relationship between Politics and Administration, Role and Responsibility of Civil Servants, Management of Civil Servants, Central Personnel Agencies, the Process of Recruitment and Selection, Promotion, Training, Socialization and Work Environment.	4
8	<b>Administrative Systems in South and South East Asia and Far East (Bangladesh, India, Pakistan, Nepal, Malaysia, Singapore, South Korea, Japan):</b> Evolution of the Structure of Administration, Trends in	4

	Administrative Reforms and Changes, Relationship between Politics and Administration, Role and Responsibility of Civil Servants, Management of Civil Servants, Central Personnel Agencies, the Process of Recruitment and Selection, Promotion, Training, Socialization and Work Environment.	
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Note: As a part of this course students will form into study groups (of 8-10 members) to report on the systems, process and nature of public administration of different countries (one country case per group) suggested by the course teacher. The students are expected to make group presentation based on their report and this will carry 15 marks (Assignment).

### **Suggested Readings:**

Arora, Ramesh K, 2013. Comparative Public Administration- An Ecological Perspective, Revised Edition, Associated Publishing House, New Delhi.

B. Guy Peters, 2010. The Politics of Bureaucracy: An introduction to comparative public administration, Routledge, New York,USA.

B. Guy Peters, 1991. Theory and Methodology in the Study of Comparative Public Administration, IPPPA, USA.

Chandler, J.A. (ed). 2000. Comparative Public Administration. Routledge, New York,USA.

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

Ferrel Heady, 1995. Public Administration: A Comparative Perspective: 5<sup>th</sup> edition: Englewood Cliffs: New Jersey: Prentice-Hall.

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.

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

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

#### **Course Description:**

The course involves extensive study of different classics, oriental, occidental, Marxist and religious to provide the students a holistic perspective on governance and public administration. It will help them identify, understand and analyze the fundamental philosophical premises, concepts, theoretical and analytical frameworks, and approaches to the social sciences with particular emphasis on public administration. The prime focus of the course is to comprehend the philosophical foundations of different classics, prime assumptions, and arguments as well as their implications on the study of public administration. The course will also help the students assess understand public administration including its normative and functional dimensions within the complex environmental supra system and appraise the theoretical contents and current practices of public administration across the world.

#### **Course Learning Objectives:**

1. Realize the philosophical basis as well as the sociological and historical perspective of governance and public administration
2. Appraise the modern theoretical discourses of public administration.
3. Understand the necessity of classics in governance in modern time
4. Have a clear idea about the different classics in governance and public administration across the ages, territories, and philosophies.
5. Develop a holistic perspective of governance and public administration required to address complex global dynamics.

#### **Course Contents:**

1. Contextual Dynamics in public administration leading towards classics.
2. Conceptual Issues of classics.
3. Oriental Classics, texts and socio-philosophical contexts.
4. Occidental Classics, texts and socio-philosophical contexts.
5. Marxist Classics, philosophical foundations and state governance.
6. Religious classics in governance, the scriptures and other texts.
7. Selected Texts for the comprehensive study.
8. Comparative Analysis between the modern and classical views of governance.
9. The relevance and future of classics in governance and public administration.

#### **Unit-wise Classes:**

Unit	Unit Topic	Number
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		of Classes
1	<b>Contextual Dynamics:</b> Conceptual framework of public administration and governance, socio-historical background, philosophical and theoretical premises, contradictions, and paradoxes.	2
2	<b>Conceptual Issues:</b> Etymology and definitions, characteristics of classics, reasons behind studying classics, importance, types, and categorization of classics, and role of classics in understanding Governance and public administration.	2
3	<b>Oriental Classics:</b> Socio-Philosophical Context and Content, Chinese classics of Confucianism, Taoism, Mohism and legalism, Indian philosophies and classics on governance and, Persian and Arabic classics.	3
4	<b>Occidental Classics:</b> Socio-Philosophical Context and Content, Greek and Roman Classics, classical works of pre-Socratic and post-Socratic scholars on governance, classics of Enlightenment period.	2
5	<b>Marxist Classics:</b> Philosophical foundation, historical and dialectical materialism, communist manifesto, society and state, the political economy of governance.	2
6	<b>Religious classics:</b> Different Scriptures as fundamentals of governance, Vedic, Buddhist, Biblic, and Quranic views on governance, Classic letters of Ali Ibn Abu Taleb and Atish Dipankar.	3
7	<b>Selected Texts</b> :(Course teacher will choose at least any three of the following classical discourses): a) <i>Arthashastra of Kautilya, Analects of Confucius, Sun Tzu's Art of War, Manusmriti</i> b) <i>The Republic of Plato, Politics of Aristotle, Second Treatise of Government of John Locke, The Prince of Machiavelli</i> c) <i>Counsel for the Kings of Gazzali, Al Farabi's Ara Ahel Almadina Al-Fadilah (Virtuous City), Al-Ahkam al-Sultania w'al-Wilayat al-Diniyya (The Ordinances of Government) of Al-Mawardi, On Law and Justice of Thomas Aquinas</i>	8
8	<b>Comparative Analysis:</b> Comparative analysis between Classical and Modern perspectives of Governance focusing on social, philosophical, structural, and functional dimensions.	1
9	<b>Future of Classics:</b> Applicability of different classical thoughts in modern Governance and Administration.	1

### Suggested Readings:

(The course teacher will provide the necessary references besides the following ones)

1. Manusmriti: The Laws of Manu, c. 1500 BCE Translated by G. Buhler Source: Indian History Sourcebook
2. Kautilya's Arthashastra Translated into English by R. Shamasastri
3. Analects of Confucius
4. The Art of War by Sun Tzu
5. On Obligations by Cicero,
6. On the Nature of the Universe by Lucretius

7. Bimala Ratna Lekha by Atish Dipankar
8. Administrative Letter to Malik Astar by Ali Ibn Abu Taleb
9. The Republic by Plato
10. The Politics by Aristotle
11. The Prince by Machiavelli
12. Communist Manifesto by Karl Marx and Friedrich Engels
13. *Miliband, Ralph* (1969). *The State in Capitalist Society*. London: Weidenfeld & Nicolson.
14. *Poulantzas, Nicos; Miliband, Ralph* (1972). "The Problem of the Capitalist State". In *Blackburn, Robin* (ed.). *Ideology in Social Science: Readings in Critical Social Theory*. New York: Pantheon Books. pp. 238–262.
15. Second Treatise of Government of John Locke
16. Counsel for the Kings of Gazzali,
17. Al Farabi's Ara Ahel Almadina Al-Fadilah (Virtuous City),
18. Al-Ahkam al-Sultania w'al-Wilayat al-Diniyya (The Ordinances of Government) of Al-Mawardi
19. Jay M. Shafritz and Albert C. Hyde. *Classics of Public Administration*, 8th ed. Belmont, CA: Thomson/Wadsworth Publishing, 2017.

## ***PA 522: Contemporary Issues and Problems of Public Administration in Bangladesh***

### **Course Description:**

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:**

1. Current National Debates Relating to Public Administration
2. Local Governance
3. Parliament
4. Judiciary
5. Constitutional Bodies
6. Public Services



7. Public Institutions
8. BPATC
9. PSC
10. ACC
11. HRC
12. Information Commission

### **Suggested Readings:**

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

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

Ahmed, Nizam ed. 2014. 40 Years of Public Administration and Governance in Bangladesh, University Press Limited, Dhaka

Ahmed, Nizam ed. 2020. Public Service Delivery in Bangladesh: Parliament, Public Policy and Local Government, UPL, Dhaka

### ***Provision of Thesis for the Top Graduate Students***

Top 10 students of the Masters Second Semester class of the Department of Public Administration will be given an option to choose between a course entitled “Contemporary Issues and Problems of Public Administration in Bangladesh (PA 522) and a Master’s thesis (total marks 100 in either case). This is expected to be decided by the interested students falling within the above-stated student cohort at the beginning of their classes of the Master's First Semester. Interested students should consider their interests and read extensively on that topic to get a better sense of existing relevant literature during the Master's First Semester. They should also speak to other academics working in that sphere to familiarize themselves with ongoing projects. Only after they feel reasonably well-read, they should begin looking for a supervisor. The master's thesis is expected to be an original piece of scholarship which would allow the student to dig into a topic and produce an expanded document that demonstrates how their knowledge has grown throughout the degree program. This thesis will require significant independent research of primary and secondary sources and, depending on the subject, may

require interviews and/or surveys to support the overarching argument. The length of the thesis should ideally range between 60 and 100 pages – or approximately 20,000 to 40,000 words. Each candidate of the thesis needs to receive a faculty supervisor in Masters first Semester who would provide support, feedback, and guidance throughout the process. The assignment of the thesis supervisors will be decided upon by the academic committee of the Department considering the candidate's chosen topics and the relevant and proven expertise of the faculty members to effectively supervise the thesis work.

## ***PA 523: Managing Innovation and Change in Public Sector***

### **Course Description:**

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.

### **Course Learning Objectives:**

The course will enable students to:

- Develop an understanding of the concept of related to managing innovation and change in public sector.
- Understand the theories, models and tools used for managing organizational change with a special reference to public sector.
- Learn what works and what does not work in managing change in the public sector drawing on both academic research and country experiences.

### **Course Contents:**

1. Current discourse on innovation and change in public sector
2. Understanding the concepts related to innovation and change in public sector
3. Theories, models and approaches to change management
4. Innovations in Public Services
5. Public service delivery and managing change in public sector
6. Service Process Simplification (SPS)
7. Formulation of a change management plan
8. Leading and implementing change
9. Managing resistance to change
10. Recent innovations and changes in public sector in Bangladesh
11. Global case studies on innovations and changes in public sector

#### Unit-wise Classes:

Unit	Unit Topic	Number of Classes
1	<b>Background and the concepts related to managing change in public sector:</b> Concept of change—what, why and how? Change and reform, Types of change, Nature and dimensions of change, Different actors of change and their roles	2
2	<b>Current discourse on innovation and change in public sector:</b> Neo-liberal logic and the rise of NPM and its linkage with the concept of managing innovation and change in public sector	2
3	<b>Theories, models, approaches to change management:</b> Process based models, Content based models, Integrated models. Kubler-Ross model, 3 stages model, ADKAR model, Kotter's 8-stages model for change in public sector.	3
4	<b>Innovations in Public Services:</b> What is public service innovation? Why innovation? Drivers of innovation, Types of public sector innovations. Impact of public sector innovations with case studies, Challenges and limits of public service innovation in public services	2
5	<b>Service Process Simplification (SPS):</b> What and Why SPS? Contemporary methods for and challenges of SPS	2
6	<b>Public service delivery and managing change in public sector:</b> Types of public service and determinants of quality public services, Contemporary debate on the status of public service delivery, Public service delivery gaps and related interventions for bridging the gaps.	2

7	<b>Formulation of a change management plan:</b> Major Theories and approaches, Stakeholder Analysis, SWOT Analysis, Preparing a Change Management Plan	2
8	<b>Leading and implementing change:</b> Change oriented leadership, Engaging people for change, buying in support for chosen change strategies, making the organisation move, creating critical mass and motivating people for change, institutionalizing change and related challenges.	2
9	<b>Managing resistance to change:</b> What is resistance to change? Manifestations of Resistance, theories of resistance, preparing a resistance management plan with practical exercise (case study based).	2
10	<b>Innovations and changes in public sector in Bangladesh:</b> Current institutional arrangement, A critical account of the recent innovation and change initiatives in public sector in Bangladesh and their implications—understanding who played what role in the process of change, why and how? The policy and politics of innovations and change in public sector.	3
11	<b>Innovations and changes in public sector around the Globe:</b> Presentation of case studies of South and South East Asian and advanced countries.	2

Note: As a part of this course visit of different public organizations is mandatory to obtain data and information for making a critical assessment. The framework for the assessment will be provided by the concerned teacher. The students are expected to submit an individual organizational assessment report which will carry 15 marks (Assignment).

### **Suggested Readings:**

Bekker, V., Edelenbos, J., Steijn, Bram. 2011. Innovation in the Public Sector: Linking Capacity and Leadership, New York, Palgrave-MacMillan.

Brown, Louise., Osborne, Stephen P. 2013. Handbook of Innovation in Public Services, UK, Edward Elgar Publishing.

Brown, Kerry., Osborne, Stephen P. 2005. Managing Change and Innovation in Public Service Organizations, New York, Routledge.

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, New York, Palgrave Macmillan.

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

Osborne, Stephen P., Brown, Louise and Walker Richard M. 2017. *Innovation in Public Services: Theoretical, Managerial, and International Perspectives*, New York, Taylor & Francis.

Rønning, Rolf., Enquist, Bo., Fuglsang, Lars. 2014. *Framing Innovation in Public Service Sectors*, New York, Routledge.

Windrum, Paul and Koch, Per M. (Eds.), 2008. *Innovation in Public Sector Services: Entrepreneurship, Creativity and Management*, UK, Edward Elgar Publishing.