Far Western University
Faculty of Humanities and Social Sciences
Master of Public Administration and Leadership (One Year)

Course Title: Sustainable Development and Leadership
Course Code: MPAL 621 **Credit**: 3cr (Lecture Hour: 48)
Level: Master (One-year) **Semester: Two**

Course Description
This course provides students with an integrated understanding of sustainable development principles and the leadership competencies required to advance them in public-sector institutions. It explores the economic, social, environmental, and governance dimensions of sustainability while emphasizing the role of ethical, inclusive, and transformative leadership in shaping long-term development outcomes.

Course Units

Unit 1: Foundations of Sustainable Development & Public Leadership-8LH

- Evolution of Sustainable Development (SD): concepts, debates, principles.
- 2030 Agenda & SDGs (global) and Nepal's SDG localization.
- Systems thinking and policy coherence across government levels.
- Leadership Foundations: role of leadership in SD vision, transformational and adaptive leadership.

Unit 2: Economic & Social Dimensions of Sustainability with Inclusive Leadership-10LH

- Economics of sustainability: externalities, natural capital, green growth.
- Social inclusion, GESI, human development, LNOB.
- Inclusive leadership ensuring participation of marginalized groups.
- Ethical leadership in resource allocation and managing trade-offs.

Unit 3: Environmental Governance, Climate Resilience & Transformational Leadership-10LH

- Climate change risks, adaptation, mitigation, and resilience mainstreaming.
- Disaster Risk Reduction (DRR) and resilient development.
- Urban sustainability: land use, WASH, mobility, energy.
- Leadership during environmental crises; mobilizing institutions and communities.

Unit 4: Public Policy, M&E, Financing & Strategic Leadership for SD-10LH

- Policy instruments: regulation, incentives, PPPs and community partnerships.
- SDG indicators, baselines, dashboards, evidence synthesis.
- Financing SD: IGT transfers, climate finance, RBF, procurement reforms.
- Strategic leadership: evidence-based decision-making, leading M&E systems.

Unit 5: Ethics, Accountability, Collaborative Governance & Capstone Leadership Application -10LH

- Public-sector ethics, integrity, anti-corruption.
- Leadership for collaborative governance, negotiation, conflict transformation.
- Citizen engagement, grievance handling, social audit.
- Capstone leadership: SDG-aligned concept note, Theory of Change, results framework, presentations.

References

Government of Nepal, National Planning Commission. (2017). National review of sustainable development goals. United Nations Development Programme (UNDP).

Government of Nepal, National Planning Commission. (2017). Nepal Sustainable Development Goals: Status and roadmap (2016–2030). Government of Nepal, National Planning Commission.

Government of Nepal, National Planning Commission. (2020). Sustainable Development Goals: Progress assessment report (2016–2019). Government of Nepal, National Planning Commission.

Government of Nepal, National Planning Commission. (2023). Sustainable Development Goals: Revised indicators. Government of Nepal, National Planning Commission.

Government of Nepal, National Planning Commission. (2024). Nepal voluntary national review of sustainable development goals. Government of Nepal, National Planning Commission.

Meadows, D. H. (2008). Thinking in systems: A primer. Chelsea Green Publishing.

Northouse, P. G. (2021). Leadership: Theory and practice (9th ed.). SAGE Publications.

Pande, S.R., Tropp, S., Sharma, B., & Khatiwada, Y.R.(Eds)(2006). Nepal Reading in Human Development, Kathmandu. UNDP.

Sachs, J. D. (2015). The age of sustainable development. Columbia University Press.

UNDP(2025) Human Development Report. Kathmandu: UNDP

UNDP(Latest Reports) Human Development Report. Kathmandu. UNDP

United Nations. (2015). Transforming our world: The 2030 Agenda for Sustainable Development. United Nations. https://sdgs.un.org/2030agenda

Far Western University
Faculty of Humanities and Social Sciences
Master of Public Administration and Leadership (One Year)

Course Title: Comparative Politics and Leadership
Course Code: MPAL 622 **Credit**: 3cr (Lecture Hour: 48)
Level: Master (One-year) **Semester: Two**

Course Description:

This course explores the systematic study of Political Systems, Institutions and Behaviour across different countries, equipping students with analytical skills to understand global governance, provides a focused understanding of Public Administration and the role of leadership in modern governance. It focuses on analysis of Political Leadership across different countries and periods. This approach seeks to understand the similarities and differences in leadership styles, institutions and governance practices.

Course objective

To provide a comprehensive understanding of Comparative Politics and prevalent approaches for its analysis. It helps to identify and understand the patterns and trends in Leadership practices that helps improving policy making and governance .

Detailed contents:

1. Introduction

1.1 Evolution, Meaning, Nature and Scope of Comparative Politics(8 L)

1.2 Approaches to the study of comparative politics(12 L)

(i) Traditional Approaches: Historical, Constitutional–Legal, Institutional

(ii) Modern Approaches: System Approach, Structural–Functional Approaches, Almond and Powell's Sixfold Functional Scheme, Marxist Approach, Political Economy.

2. Political Parties and Pressure Groups(8L)

2.1 Political party

2.2 Social movements,

2.3 Identity politics and pressure groups

2.4 Democratization and democratic consolidation

2.5 Comparative case study of Nepal, India, China

3. Political system and structure

3.1 Classification of political systems: democratic, Communist, authoritarian and hybrid

3.2 Constitutions and constitutionalism: Legislature, executive, and judiciary in comparative perspective

3.3 Federalism vs. unitary systems

3.4 Electoral systems and party systems (PR, FPTP, Mixed)

3.5 Civil-military relations

3.6 Comparative case study of Nepal, India, China, USA & UK

4. Political Culture, Political Socialization and Political Participation (10)
4.1 Political culture and political socialization
4.2 Political participation: conventional & unconventional
4.3 Political development and political decay
4.4 Globalization and its impact on national politics
4.5 Comparative case study of Nepal, India, China
5. Leadership in comparative perspective (10)
5.1 Comparative analysis of political leadership in South Asia
5.2 Leadership during political transitions (Nepal's democratic movements, constitution-making)
5.3 Crisis leadership (pandemics, conflicts, economic crises)
5.4 Public sector leadership: bureaucratic vs. political leadership
5.5 Leadership challenges in Nepal: federalism, governance, anti-corruption, public service delivery
5.6 Comparative case study: Mahatma Gandhi, Den Xiaoping, Nelson Mandela, Lee Kuan Yew, Prithivi Narayan Shah, BP Koirala, and contemporary leadership in Nepal etc.

Recommended Books:

Powell, G. Bingham, Dalton, Russell J. and Strom Kaare J. (2017) Comparative Politics Today, A world View, Pearson

Gena, C.B. (2014) Comparative Politics and Political Institutions, Vikas Publishing House, New Delhi

Ed. Bishwas, Tapan (2013) Comparative Politics–Institutions and Processes, Macmillan Publishers, New Delhi

Mukharjee, Subrata and Ramaswamy, Sushila (2017) Theoretical Foundations of Comparative Politics, Orient Black swan, Delhi

Hague, Rod and Harrop, Martin (2001) Comparative Government and Politics: An Introduction, Palgrave Publishers Ltd USA

Hans Raj (2015) Comparative Politics, Surjeet Publication, India

Ray, S.N. (1999) Modern Comparative Politics: Approaches, Methods and Issues, Prentice Hall of India

Gauba, O.P. (2020) And Introduction To Political Theory, Macmillan India

Pokharel, Krishna (2076 BS) Rajya Janprashasan Ra Sarbajanik Mamila, MK Publishers and Distributers, Nepal

Almond, Gabriel A. and Powell, G. Bingham Jr (1966): Comparative Politics: A Developmental Approach, Little, Brown and Company USA

Verma, SP (1999): Modern Political Theory, Vikas Publishing House Pvt. Ltd. India

Kellerman, Barbara (2014) Reinventing Leadership: Making the Connection between Politics and Business, State University of New York Press

(Edi) Rosenbach, William E., Taylor, Robert L., Yount, Mark A. (2015) Contemporary Issues in Leadership, Routledge, USA

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Far Western University
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Master of Public Administration and Leadership (One Year)

Course Title: Applied Public Sector Human Resource Management
Course Code: MPAL 623 **Credit**: 3cr (Lecture Hour: 48)
Level: Master (One-year) **Semester: Two**

Course objective

The objectives of Applied Public Sector Human Resource Management ensure that graduates not only understand HRM in the Nepalese public sector but also gain comparative insights that make them competitive in international academic and professional environments in the public sector leadership changed context of public organization.

Course units

Unit1: Foundations of Public Sector HRM 8LH

- Concept and scope of HRM in the public sector
- Evolution of HRM: global and Nepalese perspectives
- Distinction between public and private sector HRM
- Role of HRM in governance, accountability, and service delivery
- Global HRM frameworks and their relevance to Nepal

Unit 2: Human Resource Planning and Recruitment 10LH

- Workforce planning in public institutions
- Job analysis, job design, and competency frameworks
- Recruitment and selection processes in the public sector
- Merit-based recruitment vs. patronage systems
- Comparative practices: South Asian public service recruitment standards

Unit 3: Training, Development, and Performance Management 10LH

- Training needs assessment and capacity building
- Career development and succession planning
- Performance appraisal systems in government organizations
- Linking performance with organizational goals
- South Asian best practices in civil service training and evaluation

Unit 4: Compensation, Motivation, and Employee Relations 10LH

- Compensation structures in the public sector
- Motivation theories applied to public employees
- Collective bargaining, trade unions, and employee associations

- Conflict resolution and grievance handling
- Case studies: South Asian models of employee relations in government

Unit 5: Contemporary Issues and Reforms in Public HRM 10LH

- Ethics, integrity, and transparency in HRM
- Gender equality, diversity, and inclusion in public service
- Digital HRM and e-governance in personnel management
- Public sector reforms in Nepal and lessons from Global and South Asia
- Future challenges: globalization, sustainability, and innovation in HRM

References

Adhikari, D.R. (2014). *Human Resource Management*. Kathmandu Buddha Academic Publishers and Distributers.

Agrawal, G.R. (2071). *Dynamics of Human Resource Management in Nepal*. Kathmandu: M.K Publishers and Distributer

Aswathappa, K (2023). *Human Resource Management: Text and Cases*. McGraw Hill Education(india)

Banerjee, A. (2019). *Public sector human resource management: Policies and practices.* Routledge.

Bhatta, Bhim Dev, (2056*) Personnel Administration*. Shasi Bhatta America.

Decenzo,D. A.& Robbins,S.P (1998) *Personal Human Resources Management*. New Delhi: Prentice Hallof india

Jamil, I., Dhakal, T. N., & Paudel, N. R. (Eds.). (2019). *Civil service management and administrative systems in South Asia*. Palgrave Macmillan. https://doi.org/10.1007/978-3-319-90191-6.

OECD. (2019). *Public employment and management: OECD public governance reviews*. OECD Publishing. https://doi.org/10.1787/9789264307593-en

Paudel, N.R. (2022). *Public Sector Human Resource Management: A Comparison of Nepalese Civil Service, Armed Police Force and Tribhuvan University Service*(In Nepali Language). Kathmandu: Srijana Pahari.

Shrestha, K. (2004). *Human Resource Management*. Kathmandu: Nabin Prakashan

Tiwari, M. (2061). *Nepal Ko Nijamati Sewa Janshkti Bybasthaan*, Kathmandu: Kanti Tiwari.

Far Western University
Faculty of Humanities and Social Sciences
Master of Public Administration and Leadership (One Year)

Course Title: Applied Public Policy and Leadership
Course Code: MPAL 624 **Credit: 3cr (Lecture Hour: 48)**
Level: Master (One-year) **Semester: Two**

Course description
This course provides students with applied knowledge and practical skills in public policy formulation, implementation, analysis, and evaluation with a strong emphasis on leadership practices in the public sector. The course integrates real-world policy challenges within Nepal's federal, provincial, and local governance systems and explores how leadership behavior, decision-making, and collaboration influence policy outcomes.

Course units

Unit 1: Foundations of Public Policy & Applied Leadership- LH 8

- Policy cycle and key actors
- Agenda-setting and problem definition
- Evidence-informed decision-making
- Leadership roles in defining public priorities
- Collaborative leadership across multi-level governance (federal, provincial, local)
- Applied Component: Case analysis of Nepal's policy decisions (e.g., health, education, disaster management)

Unit 2: Policy Formulation, Instruments & Strategic Public Leadership- LH 8

- Policy formulation tools: regulation, incentives, partnerships
- Stakeholder analysis and political feasibility
- Strategic leadership in ambiguous and uncertain policy environments
- Negotiation, persuasion, and coalition building
- Applied Component: Students design a policy instrument package for a selected sector.

Unit 3: Policy Implementation, Institutions & Leadership Dynamics LH-8

- Implementation theories (top-down, bottom-up, hybrid)
- Bureaucratic behavior, public service motivation
- Institutional capacity, intergovernmental coordination
- Leadership challenges in implementation (resource constraints, resistance, conflict)

- Applied Component: Implementation gap analysis using a Nepal case (local government service delivery, disaster response, etc.)

Unit 4: Monitoring, Evaluation, Data & Accountability Leadership- LH 8

- M&E frameworks (results-based management, Theory of Change)
- Policy indicators, baselines, performance measurement
- Accountability systems: audits, social audits, public hearings
- Ethical leadership, transparency, and integrity in policy processes
- Applied Component: Students create a simple M&E plan for a public program.

Unit 5: Applied Policy Lab & Leadership Practicum- LH 16

- Integrating leadership and policy analysis
- Conflict management and communication for policy change
- Preparing actionable policy briefs and memos
- Professional leadership conduct in public service
- Applied Component: Students produce a policy brief (problem, solutions, feasibility, indicators) and deliver a leadership-focused presentation simulating a briefing to government officials.

References

Birkland, T. A. (2019). An introduction to the policy process: Theories, concepts, and models of public policy making (4th ed.). Routledge.

Dunn, W. N. (2018). Public policy analysis: An integrated approach (6th ed.). Routledge.

Howlett, M., Ramesh, M., & Perl, A. (2020). Studying public policy: Principles and processes (4th ed.). Oxford University Press.

Northouse, P. G. (2021). Leadership: Theory and practice (9th ed.). SAGE Publications.

Onyango, G., & Jamil, I. (Eds.). (2025). Routledge handbook of public policy in the Global South (1st ed.). Routledge. https://doi.org/10.4324/9781003561910 [taylorfrancis.com]

Peters, B. G., & Pierre, J. (Eds.). (2006). Handbook of public policy. Sage Publications.

Sabatier, P. A., & Weible, C. M. (Eds.). (2014). Theories of the policy process (3rd ed.). Westview Press.