

MASTER OF PUBLIC ADMINISTRATION

REGULATIONS AND SYLLABUS FOR THE DEGREE OF MASTER OF PUBLIC ADMINISTRATION

1.0 INTRODUCTION

The Master of Public Administration (MPA) programme is designed to benefit and tap the experiences of practitioners currently working in the Kenyan public service and from other organisations. The programme also targets public servants and other interested individuals from other countries in the region and beyond. As a needs-based programme, it enables students to acquire requisite knowledge and skills to improve their performance in public service and develop insights and skills needed to plan, formulate, execute policy, as well as to monitor and evaluate.

The programme has been developed in consultation with the key stakeholders in Kenya's public service, namely the Ministry of State for Public Service and the Kenya Institute of Administration (KIA). The programme shall be jointly coordinated by the Department of Political Science and Public Administration at the University of Nairobi and the KIA. KIA has recently signed a Memorandum of Understanding (MOU) with the University to that effect. For purposes of quality assurance, the programme shall be run in conformity with regulations governing University of Nairobi academic programmes.

The MPA programme has been developed in response to the increasing demand for an efficient, effective, accountable and representative public service in light of the fast changing economic, social and political environment in Kenya and in the international milieu. Indeed, in the past decade, many public sector reforms have been initiated and implemented with a view to making public service instrumental in making the country positively adjust to the new demands generated by changes in the domestic and international arena. In particular, the successful implementation of the Kenya Constitution 2010, Vision 2030 and the all-important documents that now form the basis for development policy making and implementation, depends, to a large extent, on the public service. As Kenyans endeavour to fulfill vision 2030, there is the need to retrain and re-

equip the current crop of officers as well as those who have just joined or intend to join the service with the necessary conceptual and analytical tools to analyse, formulate and conduct policies.

Objectives

- i. To enhance capacity building in the public service.
- ii. Equip learners with requisite skills and tools necessary to make sound public policies and to effectively implement them.
- iii. Prepare learners for careers in the public service including local government, central government, county government and non-governmental organizations.
- iv. Inculcate in learners public sector management ethics and values.
- v. Prepare learners for further academic and career pursuits in the study and conduct of public administration.

2.0 ENTRY REQUIREMENTS

2.1 The common regulations for the Masters degree in the Faculty of Arts, University of Nairobi shall apply.

2.2 The following shall be eligible for admission into the Master in Public Administration.

2.2.1 A holders of a Bachelor degree of at least Upper Second Class (Honours) in any field from University of Nairobi or from an equivalent institution recognized by the University of Nairobi Senate.

2.2.2 A holders of a Bachelor degree with a Lower Second Class (Honours) or an equivalent qualification recognized by the University of Nairobi Senate with at least two years working experience.

2.2.3 A holders of a Bachelor degree with a pass or an equivalent qualification from the university of Nairobi or an equivalent institution recognized by the University of Nairobi Senate may be considered for admission if: (a) he/she has at least five years

of relevant experience, or: (b) has a post-graduate diploma in a relevant field from an institution recognized by the senate

3.0 CREDIT TRANSFER AND EXEMPTIONS

A candidate, on the recommendation of the Board of Post –Graduate Studies and approved by senate may be allowed to transfer up-to a maximum of one third course units offered in the program.

Applicants seeking transfer of credit shall:

- 3.1 Send a formal application to the Director, Board of Postgraduate Studies, through Dean, Faculty of Arts, seeking transfer of credits; justification of the request and evidence of credentials which would support such a request shall be attached to the application.
- 3.2 Pay the prescribed fees for transfer of credits before the application is processed.
- 3.3 Only be allowed to transfer units which are equivalent to the same level offered at the University of Nairobi.

4.0 COURSE STRUCTURE AND DURATION

- 4.1.1 The course shall be conducted by way of lectures, tutorials, seminars, continuous assessment tests, presentations, examinations, and project or thesis writing (depending on the option taken).
- 4.1.2. The Master in Public Administration program shall consist of either of the two options listed below and the candidate shall select one of the options.

4.2 OPTION ONE

- (a) The Master of Public Administration degree program shall consist of coursework, examination and thesis, and shall run for a minimum of four semesters and a maximum of twelve semesters of fifteen weeks each.

- (b) The candidate shall be required to successfully take at least eight taught course units prior to embarking on thesis work.
- (c) The minimum course load in each semester prior to the final one shall be two course units; while the maximum load shall be four course units per semester.
- (d) All courses shall be of 45 hours duration.
- (e) The MPA thesis shall be equivalent to eight taught course units.

Students taking the thesis option shall be expected to take all core courses and choose at least one unit from specialized courses and at least one course from the electives.

4.2.1 OPTION TWO

- (a) The Master in Public Administration degree program shall consist of coursework, examination and a research project, and shall run for a minimum of four semesters and a maximum of twelve semesters of fifteen weeks each.
- (b) The candidate shall be required to successfully take twelve approved course units prior to embarking on the Master of Public Administration research project.
- (c) The Master of Public Administration research project shall be taken during the final semester of the program, and shall be equivalent of four course units.
- (d) All courses shall each be of 45 hours duration
- (e) Topics for the Master of Public Administration research project shall be identified by candidates in consultation with their supervisors, subject to the formal approval of the Department.

Students taking the project option shall be expected to take all core course units, at least three specialized courses and at least three electives.

5.0 COURSE OUTLINE

5.1 CORE COURSES

Key: * Means an existing and UON Senate approved course

Code	Title	Hours
CPA 601:	Administrative Theory and Behavior*	45
CPA 602:	Human Resource Management and Development*	45
CPA 604:	Public Budgeting and Financial Administration*	45
CPA 610:	Advanced Public Policy Analysis*	45
CPA 612:	Research Methods	45
CPA 613:	Seminar on Constitutionalism, Governance and Politics in Kenya	45
CPA 627:	Fundamentals of Economics	45
CPA 698:	Research Project	180
CPA 699:	Thesis	360

5.2 SPECIALIZATION COURSES

These courses will be taken by students who want to specialize in the field of public administration and want a strong grasp of the field.

Code	Title	Hours
CPA 603:	Public Sector Procurement Management	45
CPA 605:	Organizational Theory and Behaviour	45
CPA 607:	Project Management	45
CPA 608:	Public Sector Reforms	45
CPA 615:	Management of Devolved Governments	45
CPA 620:	Development Administration*	45
CPA 622:	Monitoring and Evaluation of Development Programmes	45
CPA 623:	Public Sector Management Information Systems	45
CPA 626:	Comparative Administrative Systems	45

5.3 ELECTIVES

These courses are recommended to students who want to have a diverse and broad understanding of multi-sectoral issues that affect the public sector

Code	Title	Hours
CPA 606:	Strategic Leadership and Management	45
CPA 609:	Strategic and National Security Studies	45
CPA 611:	Regional Integration	45
CPA 614:	International Political Economy*	45
CPA 616:	Accounting for Public Administration	45
CPA 617:	Disaster and Relief Management	45
CPA 618:	Administrative Law	45
CPA 619:	Seminar in Governance, Democracy & Human Rights	45
CPA 621:	Conflict Management and Resolution	45
CPA 624:	Environment and Development	45
CPA 625:	Gender and Development	45

6.0 EXAMINATION REGULATIONS

6.1. Final University examinations shall be given at the end of every semester in each taught course unit; and each final examination shall be in the form of a three-hour written examination paper.

6.2 Each course unit shall be graded out of one hundred (100) marks.

6.3 The written final examination shall account for sixty percent (60%) of all the marks in each course unit, while coursework (comprising continuous assessment tests, essays, etc) shall account for 40%.

6.4 In every course unit taken, the pass mark shall be fifty percent (50%), which shall be arrived at by adding the overall continuous coursework grade obtained in that course to the final end-of semester exam grade.

6.5 A candidate who fails in any examination in any course unit taken at the end of a semester shall take a supplementary examination when scheduled.

- 6.6 In the event that a candidate takes a supplementary examination in any course unit, the final grade shall be based entirely on the marks obtained in the final examination, which shall be graded out of one hundred (100) marks and the continuous coursework marks pertaining to that course unit shall not be considered. The pass obtained by a supplementary exam in a course shall be recorded as fifty percent (50%).
- 6.7 University and Faculty of Arts rules and regulations pertaining to conduct during actual examinations and to examination matters not specifically mentioned in these regulations shall apply.
- 6.8 A student who, for good cause and supported with authenticated documentary evidence, fails to sit or complete an end-of-semester examination may be allowed to take a special examination for the paper(s) concerned when scheduled.
- 6.9 A candidate who fails in the supplementary or fails to complete the course in the prescribed time shall on the recommendation of the Faculty Board and approval by senate be discontinued.

6.10 Thesis Examination

Topics for the MPA Thesis shall be identified by candidates in consultation with their supervisors, subject to formal approval of the Department. The marking of the MPA Thesis shall be governed by the examination regulations governing Masters Degree theses at the University of Nairobi.

6.11 Research Project

Candidates shall be required to submit a written research project to the Department of Political Science and Public Administration for examination two weeks before the end of the final semester of study. The research project shall be graded independently out of 100 marks, distributed as follows: 60% for the research project and 40% for oral presentation.

6.11.1 The pass mark shall be fifty percent (50%)

6.11.2 A candidate who fails to obtain the pass mark in the research project may on the recommendation of the Faculty Board of Arts and approval by senate be allowed to resubmit the project for a maximum of two times.

6.11.3 A pass obtained by re-submission of the research project will be recorded as fifty percent (50%).

6.11.4 A candidate who fails to obtain the pass mark in the project at the second re-submission of the research project or fails to complete the course within the prescribed period shall on the recommendation of the Board of Faculty of Arts and approval by senate be discontinued.

7.0 AWARD OF DEGREE

On successful completion of the programme a candidate shall be recommended for the award of a Master of Public Administration.

8.0 COURSE DESCRIPTION

CPA 601: Administrative Theory and Behavior*

Landmarks in the development of administrative thought since the turn of the 20th century; a critical analysis of the literature on the subject with a view to evaluating the contributions of various writers to administrative thought: analysis of the factors which influence behavior and performance, of especially public organizations; theories of public administration; feminist perspectives of public administration.

CPA 602: Human Resource Management*

Theories of human resource management with special reference to public sector management: design of public organizations and its effect on human resource management; human resource planning: staff recruitment, training, socialization, retention and discipline, security of tenure and benefit structure; Issues of control external and internal; public service trade unionism; public service ethics; corruption (individual and

systemic and their forms and remedy); Job analysis and performance appraisal, illustrations to be drawn from Africa and other regions.

CPA 603: Public Sector Procurement Management

Concepts of procurement; procurement processes in the public sector; procurement policies; role of legislations; tendering committees; ethical and professional values in procurement; the political, social and economic constraints on procurement; problems, commitments and process of public sector purchasing, ethical considerations, political and public policy constraints, impact of public purchasing on economic regeneration and small medium enterprises, environmentalism and green purchasing policies, corruption in procurement.

CPA 604: Public Budgeting and Financial Administration*

Theories of budgeting; a comparative study of budgeting as an instrument of government policy; the politics of budgeting; budget formulation; a critical analysis of the role of the budget in economic management; relationship between departments and finance ministries; legislative and finance ministries; implementation of budgetary programmes; political and organizational problems; problems of budgetary control especially the functions of government auditor general and legislature; tax policies, taxation regime; Kenya and other African experiences; budgetary experiences from developed and other developing countries.

CPA 605: Organizational Theory and Behavior

Major landmarks in the development of organization theory and approaches; Leadership in the organization's environment; motivational approaches; leadership in organizational change; management of intra-organizational conflict; public and private organizations; learning organizations; change management; evolution of organizations. People behaviours in organizations and organizations' behaviour, strategies of turnover reductions; fundamental properties of complex organizations and their environment, basics of human behavior in organizations, implications of organizational theory and organizational

behavior for contemporary democratic governance; nature of theory building and organizational inquiry.

CPA 606: Strategic Leadership and Management

Concept of strategic leadership; the major elements of strategic leadership: role of leadership and mission fulfillment; visionary leadership: leadership and team-building; strategic planning; accountability values and ethics in leadership; participatory management; customer- client relations. Role of emotional intelligence on leadership, leading change in complex organizational settings, influence and persuasion skills, managing structures, resources and performance, mapping political terrain of allies and resistors, coaching process for engaging and developing workers, executive decision making, tactics and negotiation skills, strategic thinking and mobilizing coalitions for action.

CPA 608: Public Sector Reforms

The philosophical basis of public sector reforms; the structural adjustment programmes and public sector reforms; public divestiture and privatization successes and failures; cases from across Africa, Latin America and Asia; public- private partnership; performance management; performance contracting; performance appraisal; rapid results initiatives, ethical and moral theories; democratic values such as freedom, equality, justice and rule of law; conflict of interest; ethics and code of regulation; regime value; oath of office, moral values to be embraced by public administrators and citizens; national values and ethics; integrity and ethics in public service; professional ethics; ethical decision making.

CPA 607: Project Management

Concept of project management; project identification and feasibility; project cycle management; economic evaluation of projects; project planning; managing change in projects; project implementation scheduling; resource mobilization; stakeholders' analysis and participation; monitoring and evaluation; environmental impact assessment; data collection and analysis; building and leading project teams; role of managers; project risk

management; proposal development; motivating staff; project contracting and procurement processes; mainstreaming report writing for projects, negotiation skills; ethics and integrity; standards and methods; management of donor funds; and project sustainability.

CPA 609: Strategic and National Security Studies*

Evolution of strategic thought; war, peace and conflict in international relations; military strategies; elements of national power and their implications for defense and security policy; national and regional grand strategies; systemic variables and national security; actors in national security strategy; contemporary threats to national security, including terrorism and cybercrime

CPA 610: Advanced Public Policy Analysis*

The concept of public policy: theories of public policy making and the associated theoretical debates; the various stages of a policy process in government and other public institutions; policy monitoring and evaluation: the roles of the various institutions of government and in society in public policy making; the political and ideological contexts of public policy making and implementation; other factors affecting policy; the international context and public policy making and implementation.

CPA 611: Regional Integration

Concept of regional integration: theories of regional integration: approaches to regional integration – federalist, functionalist and neo-functionalist: challenges and prospects of regional integration: the European Union as the prototype of regional integration; experiences from the Third World: one scheme each from Asia and Latin America; the African experience: Economic Community of West African States (ECOWAS), Southern African Development community (SADC), East African Community (EAC).

CPA 612: Research Methods

The philosophy of the social sciences, philosophical foundations of the social sciences, types of social assumptions social scientist make, validity and reliability of research methods, techniques of social research, problem formulation, hypothesis testing, data collection; data testing; validation of data; reporting of research findings, statistical tools for social research; advanced statistics, qualitative data collection skills, analysis and reporting; and quantitative data collection skills, data analysis and reporting.

CPA 613: Seminar on Constitutionalism, Governance and Politics in Kenya

The constitution, constitutionalism and constitutional development in Kenya; State formation in Kenya: the pre-colonial and colonial political economic and socio-cultural organisation and behavior, and the impact of their legacies; leadership in independent Kenya; social forces in Kenyan Politics: ethnicity, military, class and religion; contemporary democratic transition in Kenya; role of political parties; Politics of economic reforms: Kenya in the U.N.; Kenya in the A.U; Kenya and the IFIs; and the policy process in Kenya.

CPA 614: International Political Economy

An examination of the political and economic dimensions of international behaviour; international economic regimes; international financial institutions and their impact on international relations; justice and power in international economy; North-South issues; globalisation and its impact on the international system; access to and distribution of strategic resources; the role of economic blocks such as the BRICS (Brazil, Russia, India China and South Africa), G-20, G-8, G77, Non-Aligned Movement; role of multinational corporations; role of the United Nations in international policy economy.

CPA 615: Management of Devolved Governments

Concepts of decentralization devolution; and de-concentration; operational and administrative aspects of local and metropolitan government, including design and structure; municipal by-laws, county laws and by-laws; vertical and horizontal intergovernmental relations; techniques and practice of modern urban planning and land

use regulations and zoning; current trends and problems; social, political, and economic characteristics of urban, suburban, and metropolitan governance systems; devolved governments in comparative perspective; public service in devolved governments; budgeting and financial management, human resource management and local economic development.

CPA 616: Public Sector Accounting

Basic principles of accounting; budgeting, public accounts; accounting and public budgets; financial statement analysis for national and local governments; the role of Public Accounts Committees; the role of local and national legislature in management of public accounts; the role of audit firms in public accounting; accounting for non-profit and non-governmental organizations; role of auditor general, parliamentary bodies and reporting.

CPA 617: Disaster and Relief Management

Elements of disaster and relief management; campaign planning for disaster and relief management; food security, recovery and rehabilitation programmes; risk insurance; early warning systems; contingency plans; risk analysis and mapping; mitigating and preparedness strategies; resource management under crisis conditions; counseling and psychotherapy; institutional and logistical preparedness; agrarian reform policies; actors in disaster preparedness; civil defense measures; public policies and disaster management; the role of private sector in disaster and relief management.

CPA 618: Administrative Law

Concept of administrative law; basic elements of administrative law; sources of administrative law; law and justice; the rule of law; the legal, political and policy framework for administrative law; the formulation and conduct of administrative law; the constitutional basis for administrative law; administrative powers of public agencies in rule-making; adjudication administrative laws: enforcement of administrative law; the judicial review and amendments of administrative law; administrative law reforms.

CPA 619: Seminar in Governance, Democracy and Human Rights

Theories and concepts of human rights, democracy and governance; social, economic, political, civil and cultural rights; universalist vs relativists schools of human rights; international and municipal enforcement of human rights; customs and human rights; the rights of women and other vulnerable groups; social obligations and human rights; role of political parties civil societies in democratization; constitutions and democracy; aid conditionality and democracy, globalization and democracy, the role of the media in democracy and state and civil society relations.

CPA 620: Development Administration*

The rise and fall of Development Administration Movement; an analysis of the works of various thinkers on development administration since 1950; bureaucracy and change in developing countries; issues in planning and development; the environment of development; center-local relationships in development management; community development; devolved resources, resource mobilization; governance and development.

CPA 621: Conflict Management and Resolution

Theories and approaches of conflict to various dimensions of conflicts; conflict resolution and management techniques; negotiation, mediation and arbitration; conflict escalation; interests and conflict; the role of third parties in conflict management; counseling and reconciliation; the legal and judicial dimensions of conflict resolution; management of intra and inter-organizational conflicts.

CPA 622: Monitoring and Evaluation of Development Programmes

Approaches to programme evaluation and monitoring; Elements of evaluation and monitoring; qualitative and quantitative aspects of evaluation and monitoring; performance measurement systems; balanced score card system: principles and procedures in monitoring and evaluation of development programmes; political context of evaluation and monitoring ; case studies from government, donor-funded and community development

programmes.

CPA 623: Public Sector Management Information Systems

Information management in public organizations; data management; E-Government policies, strategies and issues of e-pay, e-services in the public sector; legal basis for e-services; essential databases for government services, Information Financial Management System (IFMIS); intranet and internet services and communication, safety of government records and cyber-crimes; implementing databases and websites using current microcomputer programs; implementation of computer-based information systems from a management end-user perspective; and managing; network security.

CPA 624: Environment and Development

Approaches to sustainable development; intersection of cultural communities, their activities and environmental conservation; environment and eco-tourism as a development strategy; environmental conservation and development; development and the sustainable use of land, water and energy; implementation of national and international environmental policies and laws; development and implementation of international environmental laws; climate change, global warming and development; international environmental conventions and protocol e.g., Kyoto protocols, Rio Pact.

CPA 625: Gender and Development

Differential effects of development processes on women and men; feminism and ethnocentrism; sexual division of labour and women status; environment, fuel and eco-feminism; women workers in the global economy, housing, health and welfare; population policies and reproductive rights; women and resistance; the impact of international debt and structural adjustment programmes; impact of rural urban migration on gender and development; gender mainstreaming; gender and economic policies; theoretical approaches to gender and development; gender analysis skills; gender and development administration; affirmative action and gender mainstreaming.

CPA 626: Comparative Administrative Systems

The comparative administration approach, major issues and key assumptions, the theories and approaches to comparative administration, cases studies as follows; one country from each region i.e., North America, Western Europe and Asia and two from Africa. Relationships between political and economic systems, regime type bureaucratic structures and service delivery; the state versus the market debate, structures, forms, control and or levels of citizen participation in public and quasi-public agencies in Africa, Europe, Asia and the Americas.

CPA 627: Fundamentals of Economics

Introduction to economics, demand and supply, market mechanism, free market system and price controls; theory of production, profit maximization under different market structures; the macroeconomic environment, public sector economics, money and banking, inflation and unemployment, international economics: balance of trade of payments, exchange rate policies; globalization and Kenya's National economic policy issues e.g., vision 2030, and poverty reduction policies.

CPA 698: Research Project

Candidates shall be required to submit a written research project to the Department of Political Science and Public Administration for examination two weeks before the end of the final semester of study. The research project shall be graded independently out of 100 marks, distributed as follows: 60% for the research project and 40% for oral presentation.

CPA 699: Thesis

Topics for the MPA Thesis shall be identified by candidates in consultation with their supervisors, subject to formal approval of the Department. The marking of the MPA Thesis shall be governed by the examination regulations governing Masters Degree theses at the University of Nairobi.

NOTE: The courses in asterisks are offered using different codes as outlined below

CPA 601 ----- also offered as **CPS 661**

CPA 602 ----- also offered as ---- **CPS 666**

CPA 604 ----- also offered as ---- **CPS 663**

CPA 610 ----- also offered as ---- **CPS 665**

CPA 614 ----- also offered as ---- **CPS 635**

CPA 620 ----- also offered as ---- **CPS 662**