

**SYLLABUS FOR THE SUBJECT OF PUBLIC ADMINISTRATION
PAPER- I**

Total Marks: 100

1. Public Administration: Definition, Concepts, Approaches and Context

Definitions; Role and Scope of Public Administration in Society; Issues in Public Administration Theory and Practice – Democracy versus Bureaucracy, Politics versus Administration, Efficiency versus Equity; Core Values of Public Administration – Rule of Law, Efficiency, Equity and Fairness, Responsiveness; Traditional Public Administration; New Public Management; New Public Management; New Public Service; Governance Approach to Public Administration; Islamic Concept of Public Administration.

2. Public Organization: Classical and Contemporary Theories and Concepts

Bureaucracy; Scientific Management; The Human Relations; Leadership, Motivation, Network; Governance; Strategic Management; Public Choice; Administrative Culture; Types of Organizational Structure; Organization of Federal, Provincial, and Local Government; Administrative Culture.

3. Public Policy Planning, Implementation and Evaluation

Strategic Planning and Management; Planning Process; Policy Analysis; Policy Implementation; Program Evaluation; Planning Machinery; Role of Donors and International Institutions in Public Policy and Management.

4. Budgeting and Financial Management

The Budget as a Policy Tool; The Budget as a Managerial Tool; Principles of Budgeting, Auditing and Accounting in Government; The Line-Item Budget; The Performance Budget; Program Budgeting; Zero-Base Budgeting; Outcome-Based Budgeting.

5. Managing Human Resources

Spoil versus Merit System in Public Employment; Personnel versus Human Resources Management; Close versus Open System of Public Employment; Functions of Human Resources Management; Challenges of Adopting HRM in Public Sector.

6. Public Management Skills

Communication; Decision Making, Conflict Management; Leading, Administrative Buffering; Managing Change; Managing Diversity; Stress Management; Delegation and Motivation; Creativity and Problem Solving; Issues of Public Management.

7. Governance and Administrative Reforms

Theories of Administrative Reforms; Types of Administrative Reforms – Privatization, Regulation, De-regulation, Decentralization, Business Re-engineering, Quality Assurance.

8. Public Administration and Citizens

Bureaucratic Responsiveness; Representative Bureaucracy; Citizens Engagement in Public Service; The Concept and Approaches to Public Accountability of Public Service; Institutional Framework for Administrative Accountability; Administrative Corruption; Role of Civil Society in Good Governance.

9. Public Administration and Development

Role of Public Administration in Development; Concept of Development Administration; Difference Between Development Administration and Development Management; Changing Role of Public Administration in Development.

1 - Organizational Structure of Federal Government and Administration

Constitutional Framework for Federal Government; Organization and Functions of Federal Secretariat; Organization and Functions of Federal Agencies Relationship between Ministries and Federal Agencies/Authorities; Inter-ministerial Coordination; Organization and Functions of Regulatory Agencies.

2 - Organization of Provincial and Local Government

Governance Structure of Provincial Administration; Organization of Provincial Secretariat; Organization and Functions of Provincial Authorities and Agencies and their Relationship with Government Departments; Post-devolution Local Governance; Organization and Functions of District Government and Administration; Organization and Structure of City District Government; Issues and Challenges of Local Governance.

3 - Intergovernmental Relationship

Administrative Relationship between Federal Government and Provincial Government; Fiscal Relationship between Federal Government and Provincial Government; Administrative and Fiscal Relationship between Provincial Government and District Government.

4 - The Civil Service

Historical Background of Civil Service, The Structure of civil Service; History of Civil Service Reform; Management of Civil Service; Institutional and Cultural Context of Civil Service; Role of Civil Service in Good Governance, Women and Civil Service.

5 - Public Policy and Planning

Institutional Framework for Policy Coordination and Planning; Policy and Planning Process; Role of Planning Commission in Policy and Planning; Strategic Planning in Federal, Provincial Government and Local Government; Role of International Donors in Policy Formulation; Public Policy and Implementation in Key Sectors (i.e., Health, Education).

6 - Financial Administration

Structure and Functions of Revenue Administration; Budgetary Process in the Federal, Provincial and Local Government; Tax Administration; Accounting and Auditing System; Issue and Challenges of Fiscal Decentralization.

7 - Managing Human Resources

Institutional Framework for Recruitment and Training of Government Employees; Labor Laws; The System of Compensation, and Performance Evaluation of Government Employees; Management of Human Resources in Public Enterprises.

8 - Development Governance and Management

Approaches to Managing Development; History of Development and Public Administration with Particular Reference to Pakistan; Changing Role of Bureaucracy in Development; Role of Civil Society in Development; Role of International Institutions in Development Policy and Management.

RECOMMENDED BOOKS

1. *Denhardt, R., Public Administration, Belmont, CA: Wadsworth, 1995.*
2. *David H. Rosenbloom, Public Administration – Understanding Management, Politics and Law in the Public Sector, Second Edition, 1989.*
3. *Caiden, Gerald. E, Public Administration. 1982.*
4. *Cooper et al, (1998) Public Administration for the Twenty-First Century.*
5. *Harmon, Michael M. & Mayer. Richard T, Organization Theory for Public Administration, Little Brown and Company 1986.*
6. *Nicholas Henry, Public Administration and Public Affairs, Sixth edition*
7. *Shafritz, J. and Hyde, A., Classics of Public Administration, Pacific Grove: Brooks – Cole, 1987.*
8. *Candler, R. & Plano, J., (1983) Public Administration Dictionary, John Wiley, New York.*
9. *Osbourne, D. and Gaebler, I. (1992) Reinventing Government, Reading, MA: Addison Wesley.*
10. *Wilson, J. Q., (1989) Bureaucracy, Basic Books, New York.*
11. *Braibanti, Ralph (1987) Evolution of Pakistan's Administration System. (Jameelur Rehman ed.) Government of Pakistan Public Administration Research Centre.*
12. *Khadija Mahbug-ul-Haque (1999) Human Development in South Asia: The Crises of Governance, Oxford University Press, Karachi.*
13. *Kennedy, Charles H., (1987) Bureaucracy in Pakistan, Oxford University Press, Bombay, India.*
14. *Beckett, Julia & Koenig Heidi O., (2005) Public Administration and Law, M.E. Sharpe, London.*
15. *Heady, Ferrel. (2001) Public Administration: A comparative Perspective, 6th ed. Marcel Dekker, New York.*
16. *Lane, Jan-Erik (2005) Public Administration and Public Management: The Principle Agent Perspective, Routledge, London.*
17. *Hasnat Abdul Hye, (2001) Governance: South Asian Perspective, Oxford University Press, London.*
18. *Abdus Samad. (1993) Governance, Economic Policy and Reform in Pakistan: essays in political economy, Vanguard Book, Lahore.*

19. *Government and Administration in Pakistan (1987)*. Jameelur Rehman Khan (Ed.) Pakistan Public Administration Research Centre O & M Division, Cabinet Secretariat.
20. Sultan Khan. (2006) *Public Administration: with special reference to Pakistan*. Famous Books, Lahore.
21. Hoshier Singh. (1995) *Public Administration in India*. Sterling Publishers. UK.
22. Kalyanaraman Srinivasan (1991) *Public Administration in Asia, Vol. I, II* Ashish Publishing House, New Delhi, India.