



CSS Aspirants
Empowering Future Officers

CSS Syllabus

Subject: Public Administration

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[0336 0535622](tel:03360535622)

Paper: Public Administration (100 Marks)

I. *Public Administration: 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 Service; Governance Approach to Public Administration; Islamic Concept of Public Administration; Historical roots of Public administration in Pakistan.

II. *Public Administration: Classical and Contemporary Theories and Concepts*

Bureaucracy; Scientific Management; Human Relations Approach; Leadership, Motivation, Network Governance; Strategic Management; Public Choice Theory; Types of Organizational Structure; Organization of Federal, Provincial, and Local Government in Pakistan; Administrative Culture of Pakistan; Inter-governmental Relations at Federal and Provincial level in Pakistan.

III. *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; Policy making and implementation in Pakistan.

IV. *Budgeting and Financial Management*

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

V. *Managing Human Resources*

Spoil system versus Merit System in Public Employment; Personnel versus Human Resources Management; Close system versus Open System of Public Employment; Functions of Human Resources Management; Implementation of HRM in Public Sector: Key Issues and Challenges.

VI. *Administrative Law*

Meaning; Scope and Significance; Nature and Contents of Administrative Law, Administrative Ethics, Delegation of Authority and Legislation, Administrative Tribunals; Administrative Law in Pakistan.

VII. *Public Management Skills*

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

VIII. *The Civil Service of Pakistan*

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, Gender and Civil Service.

IX. *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.

X. *Governance and Administrative Reforms*

Theories of Administrative Reforms; Types of Administrative Reforms; Privatization; Regulation; De-regulation; Decentralization; Partnerships and Collaboration; Business Re-engineering, Quality Assurance; Administrative Reform in Pakistan.

XI. *Public Administration Accountability & Control*

Bureaucratic Responsiveness; Representative Bureaucracy; Citizens Engagement in Public Service; Accountability & Control; Concept and Approaches to Public Accountability; Institutional Framework for Administrative Accountability; Legislative, Executive and Judicial Control over Administration; Administrative Corruption; Role of Civil Society in Good Governance; Media, Interest Groups and Civil Society Organizations; The Situation in Pakistan.

XII. *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, Issues and Challenges of Public Administration in Pakistan.

SUGGESTED READINGS

S.No.	Title	Author
1.	Public Administration 7 th Ed	Denhardt Robert
2.	Public Administration: Understanding Management, Politics and Law 8 th Ed	David Rosenbloom
3.	Public Administration 2 nd Ed	Caiden, Gerald E.
4.	Public Administration for the twenty first century	Cooper Et Al,
5.	Organization Theory for Public Administration	Harmon Michael & Mayer Richard
6.	Public Administration and Public Affairs 12 th Ed	Nicholas Henry
7.	Classics of Public Administration 7 th Ed	Shafritz Jay

8.	Reinventing Government	Osbourne D
9.	Evolution of Pakistan's Administration System	Braibanti, Ralph
10.	Human Development in South Asia	Mahbub-ul-Haq
11.	Bureaucracy, basic books	Wilson, James Q
12.	Bureaucracy in Pakistan	Kennedy, Charles H
13.	Public Administration and Law	Julia Beckett
14.	Public Administration: A Comparative Perspective 6 th ed.	Ferrel Heady
15.	Public Administration and Public Management: The Principle-Agent Perspective	Jan-Erik Lane
16.	Governance: South Asian Perspectives	Hasnat Abdul Hye
17.	Governance, economic policy and reform in Pakistan: Essay in political economy	Abdus Samad
18.	Government and Administration in Pakistan	Jameelur Rehman Khan
19.	Public Administration with special reference to Pakistan	Sultan Khan
20.	Public Administration in Asia Vol. I & II	Srinivasan Kalyanaraman
21.	Organizational Theory and the Public Sector	Tom Christensen Per Laegreid
22.	Public Administration in South Asia: India, Bangladesh and Pakistan	Meghna Sabharwal, Evan M. Berman

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