

**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**

| <b>S.No.</b> | <b>Title</b>                                                                         | <b>Author</b>                    |
|--------------|--------------------------------------------------------------------------------------|----------------------------------|
| 1.           | Public Administration 7 <sup>th</sup> Ed                                             | Denhardt Robert                  |
| 2.           | Public Administration: Understanding Management, Politics and Law 8 <sup>th</sup> Ed | David Rosenbloom                 |
| 3.           | Public Administration 2 <sup>nd</sup> 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 <sup>th</sup> Ed                         | Nicholas Henry                   |
| 7.           | Classics of Public Administration 7 <sup>th</sup> 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 <sup>th</sup> ed.                 | Ferrel Hedy                      |
| 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 |