PUNJAB PUBLIC SERVICE COMMISSION
COMBINED COMPETITIVE EXAMINATION (CCE) SYLLABUS

PUBLIC ADMINISTRATION

Total Marks: 100

Topics

1 Foundations, Nature and Evolution of Public Administration

Nature and Scope

- Definitions; nature and scope; Public Administration as a discipline, governmental activity, managerial process and instrument of public policy.
- Public interest; public value; state, government and administration; politics–administration relationship.
- Democracy versus bureaucracy; efficiency versus equity; effectiveness versus responsiveness; rule of law; administrative responsibility.

Evolution

- Traditional Public Administration; Scientific Management; bureaucratic administration; human relations; New Public Management; New Public Service; governance; network governance; digital-era governance.

Islamic Concept of Public Administration

- Justice; accountability; consultation/Shura; public trust; welfare; ethical administration; responsibility of public officials; public interest and social justice.

Contemporary Foundations and Emerging Paradigms in Public Administration

- Collaborative governance; public value management; agile government; digital-era governance; platform government; whole-of-government approach.

2 Public Organization, Administrative Theories and Management

Classical Theories

- Weberian bureaucracy; Scientific Management; administrative management; principles of organization; division of work; hierarchy; span of control; unity of command; coordination; authority and responsibility.

Human and Behavioural Approaches

- Human relations; motivation; leadership; decision-making; organizational behaviour; administrative culture.

Contemporary Approaches

- Systems theory; contingency theory; public choice; network theory; governance; strategic management; organizational culture; institutional theory.

Organizational Structure

- Line and staff; functional, divisional and matrix structures; centralization and decentralization; federal, provincial and local structures; formal versus informal organization.

Contemporary Organizational Theories and Public Sector Management

- Network governance; collaborative organizations; boundary spanning public managers; inter organizational coordination; public sector innovation; agile organizational structures.

3 Governance, Accountability, Ethics and Citizens

Governance

- Government versus governance; good governance; democratic, participatory, regulatory, network, collaborative and multi-level governance.

Accountability

- Political, administrative, legal, professional and social accountability; horizontal and vertical accountability; parliamentary oversight; audit and accountability institutions.

Transparency and Integrity

- Transparency; right to information; administrative ethics; integrity; conflict of interest; corruption; anti-corruption mechanisms; whistle-blower protection; integrity systems.

Citizens and Civil Society

- Bureaucratic responsiveness; representative bureaucracy; citizen engagement; public participation; civil society; public-service accountability; grievance redressal; citizen feedback.

Good Governance, Accountability and Citizen-Centred Administration

- Open government; open data; digital transparency; algorithmic accountability; AI ethics; data privacy; information integrity; citizen-centric service design; co-production; digital participation; social accountability tools; service user experience.

4 Public Policy, Strategic Planning, Implementation and Evaluation

Public Policy

- Meaning and nature; policy cycle; agenda setting; formulation; adoption; implementation; monitoring; evaluation; termination.

Policy Analysis

- Problem definition; stakeholder analysis; policy alternatives; cost-benefit and cost-effectiveness analysis; risk and distributional analysis; feasibility analysis; evidence-informed policy.

Strategic Planning

- Strategic planning; vision, mission and objectives; environmental scanning; SWOT; stakeholder analysis; strategic alternatives; implementation; monitoring and control.

Policy Implementation

- Top-down and bottom-up approaches; implementation gap; administrative capacity; coordination; street-level bureaucracy; compliance; resource constraints; political and institutional barriers.

Program Evaluation

- Formative, process, outcome and impact evaluation; performance indicators; logic models; theory of change; monitoring versus evaluation.

Planning Machinery and Development Partners

- Federal/provincial planning; development planning; international donors; international institutions; conditionality; aid coordination; localization of development priorities.

Contemporary Public Policy, Strategic Planning and Evidence-Based Governance

- Behavioural public policy; policy labs; data-driven policy making; regulatory impact assessment; real-time monitoring; scenario planning; strategic foresight; systems thinking; resilience planning; adaptive management.

5 Federal, Provincial, Local Government and Intergovernmental Relations

Federal Government

- Constitutional framework; federal executive; Federal Secretariat; ministries; divisions; attached departments; autonomous bodies; regulatory agencies; inter-ministerial coordination.

Provincial Administration

- Provincial government structure; provincial executive; Secretariat; departments; authorities and agencies; policy machinery; administrative coordination.

Local Government

- Concept and rationale; decentralization; devolution; district administration; municipal administration; metropolitan governance; local service delivery; local accountability; local revenue.

Intergovernmental Relations

- Federal–provincial administrative relations; federal–provincial fiscal relations; provincial–district relations; coordination; fiscal federalism; resource distribution; transfers; shared responsibilities.

Multi-level Governance and Intergovernmental Administration in Pakistan

- Subsidiarity; metropolitan governance; smart cities; digital municipal services; local climate resilience; participatory local budgeting; multilevel governance; vertical/horizontal coordination; performance-based transfers.

6 Civil Service and Human Resource Management

Civil Service

- Historical background; evolution; structure; civil-service institutions; management; administrative culture; role in good governance; women and civil service.

Public Employment

- Spoils system; merit system; closed versus open systems; recruitment; selection; promotion; training; career development.

HRM in Public Sector

- HR planning; job analysis; recruitment; selection; training and development; compensation; performance appraisal; employee relations; discipline; motivation; retention.

Strategic Human Resource Management and Civil Service Transformation

- Competency-based HRM; performance management; leadership pipelines; digital HRM; HR analytics; continuous professional development; skills-based public service; diversity and inclusion; gender-responsive administration; workforce planning for technological change.

7 Public Financial Administration and Budgeting

Public Budget

- Budget as policy and managerial instrument; budget cycle; preparation; approval; execution; monitoring; accountability.

Budgeting Systems

- Line-item; program; performance; zero-based; outcome-based; medium-term budgeting.

Revenue Administration

- Public revenue; taxation; direct and indirect taxes; revenue collection; compliance; revenue authorities.

Public Financial Management

- Accounting; auditing; internal controls; external audit; expenditure management; fiscal transparency; financial accountability.

Modern Public Financial Management, Budgeting and Fiscal Governance

- Medium-Term Budgetary Framework; performance-informed budgeting; results-based management; fiscal risk management; climate-responsive budgeting; gender-responsive budgeting; digital PFM; treasury management; e-procurement; value for money; procurement integrity.

8 Development Administration and Development Governance

Development Administration

- Meaning; nature; scope; role of administration in development; development administration versus development management; changing role of Public Administration.

Theories and Approaches to Development

- Modernization; dependency; human development; sustainable development; institutional approaches; capability approach.

Development Governance in Pakistan

- Administrative capacity; development planning; public-sector institutions; service delivery; poverty reduction; education; health; human development; social protection.

International Development Institutions

- UN system; World Bank; IMF; Asian Development Bank; development partners; donor coordination.

Development Governance, Sustainable Development and Inclusive Administration

- Sustainable Development Goals; climate-resilient development; disaster-risk governance; green public administration; inclusive development; digital development; human-centred development.

9 Administrative Reform, Public Management and Institutional Change

Administrative Reform

- Meaning and objectives; reform theories; administrative modernization; institutional restructuring; organizational change; capacity building.

Major Reform Approaches

- Privatization; regulation; deregulation; decentralization; business process re-engineering; quality assurance.

Administrative Reform, Public Sector Innovation and Change Management

- New Public Management; New Public Governance; digital-era governance; public-sector innovation; GovTech; agile government; service redesign; one-stop government; whole-of-government reform; public-sector transformation.

10 Digital Government, Innovation, Resilience and Emerging Public Administration

Digital Government

E-government; digital government; digital transformation; digital-by-design; digital public services; digital identity; inter operability; digital public infrastructure.

Artificial Intelligence in Government

- AI applications; AI-assisted decision-making; predictive analytics; automation; generative AI; AI-enabled service delivery; bias; explain ability; human oversight; algorithmic accountability.

Data Governance

- Governmentdata;data-drivendecision-making;dataquality;datasharing;privacy; cyber security; data ethics; open data.

Resilient Administration

- Crisis governance; disaster management; pandemic preparedness; climate adaptation; institutional resilience; continuity of government; risk governance.

Digital Governance, Artificial Intelligence, Resilience and the Future of Public Administration

- GovTech; CivicTech; smart government; platform government; digital inclusion; future of public employment.

Suggested readings:

1. Denhardt, R., Public Administration, Belmont, CA: Wadsworth, 1995.
2. David H. Rosen bloom, 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. Nichol as 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 Wiely, New York.
9. Osborne, D. and Gaebler, T. (1992) Reinventing Government, Reading, MA: Addison Wesly.
10. Wilson, J. Q., (1989) Bureaucracy, Basic Books, New York.
11. Braibanti, Ralph (1987) Evolution of Pakistan's Administration System. (Jameelur Rehmaned.) Government of Pakistan Public Administration Research Centre.
12. Khadija Mahbub-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. Hoshiar Singh.(1995) Public Administration in India. Sterling Publishers, UK.

22. Kalyan araman Srinivasan (1991) Public Administration in Asia, Vol.I, II Ashish Publishing House, New Delhi, India.

23. Moore, Mark H.(1995) Creating Public Value: Strategic Management in Government. Harvard University Press, Cambridge, MA.

24. Alibašić, Haris. (2026) Hybrid Intelligence for Effective Digital Governance: AIin Administration. Springer.

25. Giest, Sarah & Roberge, Ian (Eds.). (2025) The Routledge International Handbook of Public Administration and Digital Governance. Routledge.

26. Kim, Younhee & Ahn, Michael J.(Eds.).(2025) The Art of Digital Governance: Navigating Platforms and AI Revolution. Springer.

27. Baimenov, Alikhan & Liverakos, Panos (Eds.).(2025) Public Administration in the New Reality. Springer.

28. Huq, Parvaz Azharul; Islam, Md. Shafiul; Moazzam, Amani (Eds.).(2026)Digital Transformation and Sustainability in South Asia. Springer.

29. Paul, Regine; Carmel, Emma & Cobbe, Jennifer (Eds.). (2024) Handbook on Public Policy and Artificial Intelligence. Edward Elgar Publishing.

30. OECD.(2025) Government at a Glance2025. OECD Publishing.

Note: **The above list is only suggestive and not exhaustive. Candidates may consult other standard books and relevant material covering the prescribed syllabus.**

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