SUBJECTS FOR WRITTEN EXAMINATION FOR SECTION OFFICERS PROMOTOIONAL EXAMINATION

(1) Compulsory Papers

<table>
<tr><td>Paper-I: Essay (50 Marks Time: 2 Hours)</td><td rowspan="2">Paper III: General Knowledge
100 Marks Time: 03 Hours
1. Everyday science (20 Marks)
2. Islamiat (20 Marks)
3. Pakistan affairs (20 Marks)
4. Current affairs (20 Marks)
The Non-Muslim candidates have the option either to take/attempt Islamiat portion of Paper-III or Otherwise the marks obtained by then in the portion of Pakistan Affairs shall be treated as out of 50 Marks in lieu of both Islamiat and Pakistan Affairs</td></tr>
<tr><td>Paper II: English (Précis and Composition)
(100 Marks Time:03 Hours)
Précis = 30 Marks
Comprehension = 30 Marks
Grammar = 40 Marks</td></tr>
<tr><td>Paper –IV: Specialized Paper for Office Management – I
100 Marks Time: 03 Hours
(i) Human Resource Management (30 Marks)
(ii) Basic Concepts of Quality Management (20 Marks)
(iii) Information Technology and use of MS Office (20 Marks)
(iv) General Financial Rules Vol. I and Vol. II, system of Financial Control and Budgeting, (30 Marks)
Role of Public Accounts Committee.</td><td>Paper-V: Specialized Paper for Office Management-II
100 Marks Time: 03 Hours
(i) Civil Servant Act 1973 and Rules made there under (20 Marks)
(ii) Federal Public Service Commission Ordinance 1977 and Rules made there under (20 Marks)
(iii) Rules of Business 1973 (20 Marks)
(iv) Secretariat Instructions and Office Procedures
(v) Public Sector Companies (Corporate Governance) Rules 2013 (10 Marks)
(vi) PPRA Ordinance and Rules 2004 (10 Marks)</td></tr>
</table>

(2) Optional Subjects/Papers

Candidates are required to select two optional subjects, carrying 100 marks each, one from each of the following groups:

Code No.	Group-1 Each subject carries 100 marks Opt only one subject from this box	Code No.	Group-2 Each subject carries 100 marks Opt only one subject from this box
1.	Accountancy and Auditing	**8.**	Constitutional Law including Constitution of Pakistan
2.	Basic Mathematics and Statistics	**9.**	English Literature
3.	Business Administration	**10.**	Geology
4.	Computer Science	**11.**	History of Pakistan and India
5.	Development Economics	**12.**	History of USA
6.	Economy of Pakistan	**13.**	International Relations
7.	Public Administration	**14.**	Political Science

GUIDELINES OF THE SYLLABUS

Syllabi: The Syllabi for compulsory and optional papers shall be as under:

Paper-I: Essay: Candidates shall be required to write one or more essays in English from six topics.

Paper-II: Grammar, Precis and Composition:

(i) **Précis**: Candidates should have the ability to present a précis of a given passage which would be selected from current, economic, social, cultural affairs

(ii) **Comprehension:** Two unseen passages from current, social, economic, cultural, political or international affairs will be given with fixed reading time and multiple choice questions will be asked to be answered.

(iii) **Grammar, Vocabulary and Translation**: The Candidates will be tested in correct usage of English Grammar including synonyms and antonyms, Vocabulary and Translation (English to Urdu and Urdu to English)

Suggested Readings:

English Idioms	McMordie
Practical English Usage	Swan (OUP)
A Practical English Grammar	Thomson & Martinet
A University English Grammar	R.Quirk & S.Greenbaum

Paper-III: General Knowledge:

(i) Every Day Science:

- Nature of Science, Brief History of Sciences with special reference to contribution of Muslims in the evolution and development of science;
- Physical Sciences including Universe, Galaxy, Solar System, Sun, Earth and Minerals, Energy—sources and resources of energy, energy conservation;
- Biological Sciences including basis of life, a brief history of plant and animal kingdom
- Global warming and climate change.

Suggested Readings:

Principles of Animal Biology	Khan M. Rafiq
Guide to Science	Isaac Asimov
Exploring Life Sciences	Tuber, Kilburn, Howell

(ii) Islamiat:

- Islam—Its concept and meaning, Islamic concepts of Universe and Humanity, Man as Vicegerent of Allah, Main Characteristics of Islamic Ideology;
- **Fundamental Beliefs and Practices of Islam**: Tuheed (unity of Allah), Risalat (Finality of Prohethood), Akhrat (Day of Judgement), Salat, Soum (Fasting), Zakat, Hajj, Jehad;

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- **Sources of Shariah:** The Qur'an, Sunnah, Ijma (Consensus), Qiyas and Ijtejad (reasoning);
- **Islamic Way of Life:** (a) Social System in Islam (b) Morality in Islam (c) Islamic Political system (d) Islamic Economic System (e) Islam and other Civilizations (f) Islam and Terrorism

Suggested Readings:

Islami Nizam-e-Hayat	Khurshid Ahmed
Islam: Its meaning and Message	Khurshid Ahmed
Introduction to Islam	Dr.Hamidullah
Haqeeqat-i-Deen	Moulana Ameen Islahi

(iii) Pakistan Affairs:

- Ideology of Pakistan-Definition and historical aspects;
- Pakistan Movement and Political Developments since 1947
- Defense of Pakistan, Terrorism and Counter Terrorism
- Education and Health System of Pakistan
- Geography of Pakistan: Land, People, Natural Resources, Environment, Global Warming and Natural Disasters, Languages, Ethnicity in Pakistan, Rural and Urban Tensions
- Agriculture and Industry.

Suggested Readings:

Geography of Pakistan	K.U.Kureshi
The Making of Pakistan	K.K.Aziz
Ulema in Politics	I.H.Qureshi
Ideological Orientation of Pakistan	Al-Mujahid Sharif
Towards Pakistan	Waheed-uz-Zaman

(iv) Current Affairs

- Pakistan's relations with its neighbours: Afghanistan, Iran, China, and India;
- Pakistan's relations with Muslim World
- Pakistan's relations with the United States, Russia, United Kingdom and European Union
- Pakistan's relations with Central Asian, ASEAN and African Countries
- Pakistan's role in Regional and International Organizations
- W.T.O and GSP Plus
- Issues in Pakistan Politics

Suggested Readings:

Politics in Pakistan	Khalid B.Sayeed
Pakistan's Foreign Policy	S.M.Burke
Pakistan's Foreign Policy	Shahid M. Amin
Pakistan in 20th Century: A Political History	Lawrence Ziring
The Military and Politics in Pakistan	Hasan Askari Rizvi
The Security of South Asia	Stephen P. Cohen

Paper-IV: Specialized Paper for Office Management-I:

(i) Human Resource Management:

- Definition, Significance and Scope of Human Resource Management
- Organization—Types of Organization, Theory of Organization, Principles of Organization, Organization of the Federal and Provincial Governments, Public Sector Enterprises
- Approaches to Human Resource Management
- Personnel Administration—Tools of Personnel Management: Selection, Training, Promotion, Compensation, Discipline
- Communication, Communication Channels and Principles of Public Relations
- Human Behaviour and Organizations

Suggested Readings:

Human Resource Management	H.T.Graham & Roger Bennett
Management	James A.F.Stoner, R.Edward Freeman, Daniel R.Gilbert Jr.

(ii) Basic Concepts of Quality Management

- ISO-9000, ISO-13000, other certifications regarding quality measurement,
- Management, Management for Results, Setting Performance Goals and Targets,
- Job Analysis: Job Description, Job Specification, Performance Evaluation

Suggested Readings:

Quality Management Systems: A Practical Guide	Howard S Gitlow
Quality Management - Principles & Practice	Geoff Vorley & Fred Tickle
Putting Total Quality Management to Work	Marshal Sashkin & Kenneth J. Kiser

(iii) Information Technology and MS Office

- Fundamentals of Computer: CPU, Memory Devices, Types of Computers, Characteristics of Computer and related material
- Application Software: Microsoft Word, Microsoft Power Point, Microsoft Excel
- Search Engines, Web Design, Email, Internet Surfing, Social Networking (Facebook, Twitter, etc)
- General Introduction to Virus and Antivirus utilities
- Programming Languages

Suggested Readings:

Understanding Computers: Today and Tomorrow	Deborah Morley, Charles Parker
MS Office Handbook	

Optional Papers

1. Accountancy and Auditing

and their applications to all types of Business Organizations—Banking, Insurance, Investment, Trading and Industrial Concerns, Accounting for non-profit Organizations, Work-sheet, Financial statements, Financial Reporting, Financial Analysis and Budgeting, Depreciation, Partnership.

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Principles of Auditing, The Accounting System, Its importance to Independent Audit, Internal Control, Internal Audit, Rights and Duties of Auditors. Professional Liabilities of an Auditor, Application of Auditing Principles and Techniques to all Types of Trading, Commercial, Industrial, Banking, Insurance and Investment under-takings, Audit programme, Special Audit Investigation of actual or suspected Frauds, Limitations of Audit, Audit Report, Certificates and Opinion as required under Companies Act, Securities Exchange Authority Rules, Auditing and EDP Systems.

Suggested Readings:

Accountancy	Pickles, W.
Principles and Practice of Book Keeping & Accounts	Vickery, B.G.
Auditing	Dicksee, L.R.
Companies Act 1984	
Practical Auditing	Spiecer and Pegler
Principles and Procedure of Auditing	Kh. Amjad Saeed

2. Basic Mathematics and Statistics

A. Basic Mathematics

Order of Arithmetic Operations, Placing and Decimal Point, Computation, Significant Digits, Weights, Measures, Directed Numbers, Operations with Zero and with One, Simple Functions and their Graph Linear Equation, Ratios and Trigonometric Functions, Linear Inter-polations Square Roots, Exponents and radicals, Permutations and Combination. The Binomial Expansion, Mathematics Applied to Business Operations. Murices. Differentiation.

B. Statistics.

Introduction- Nature of Statistics. Common Statistical Measures, and Samples, Statistical Measures of Data Statistical-Description of Data, Probability. The Binomial Distribution, Estimation of Parameters, Inference Concerning Two populations. Correlation and Prediction, Simple Regression, Analysis of Variance, Chi-Square, Index Number

Books Recommended:

Mathematics Essential for Elementary Latest Ed.:	Walker, H.M.
Business Mathematics.	Rosenberg, R.Lewis H.& Poe, R.W
Elementary Statistical Concepts.	Walpole, R.T
Basic Statistics for Business and Economics	Hoel, P.C.& Jessen, R.J.
Introduction to Statistics	Steel, R.D. and Torrie, J.H
Business Statistics.	Syed, N.A. and Gill, G.H.
Modern Elementary Statistics	Freund, John E
Statistics for Business.	Whitehead, P. and Whitehead, G.

3. Business Administration

Management: Nature And Scope of Management-Different Schools of thought, Planning—Planning process; Planning tools; Change Management, Organization—Type of Organization; Theory of Organization; Group dynamics ; Staffing; Actuating—Leading; Approaches to Leadership—Coordinating; Communicating; Motivating.

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Marketing: An overview of Marketing; Marketing's Role in Society and inside a Firm; Environment of Marketing; Strategic Planning and Marketing;

Financial Management: Nature and Scope of Financial Management; Interpretation of Financial Statement—Ratio analysis, Trend analy3sis—Common size analysis; Time Value of Money—Concept of TVM; Net Present Value; Pay Back period; Internal rate of return; Working Capital Management—Cash Management; Receivable Management; Inventory Management; Accounting—Accounting Cycles, Preparation of Financial Statements; Balance Sheet, Income Statement.

Suggested Readings

Management	James A. F. Stoner & Charles Wank
Fundamentals of Marketing	William J. Stanton
Fundamentals of Financial Management	Van Horn

4. Computer Science

Operating System: Function/Types of operating system, Processes, Inter process Communication/Synchronization/Co-ordination, Process Scheduling Policies, Virtual Memory Management Techniques; Paging/Segmentation, File Management Systems.

Computer Networks: LAN/WAN/MAN, Communication channels, Internet, Network layer structure, ISO Internet Protocol, OSI/TCP/IP reference model.

Structured and Object Oriented Programming: Basics of C/C++ environment, memory concepts, operators, control structures, selection structures, Array & functions/methods, classes & data Abstractions, inheritance and polymorphism.

Data Base Management: Data Models, E-R Models, Relational Database concepts, SQL, Normalization, Database Design.
Web Programming: HTML, CGI, PERL, JAVA: Applet/Script, WWW, Web based interface Design.

Computer Graphics: Fundamentals of input, display and hard copy devices, scan conversion of geometric primitives, 2D and 3D geometric transformations, clipping and windowing, scene modeling and animation, algorithms for visible and surface determination.

Suggested Readings

Computer Concepts	J.J.Parsond & D.Oja
Java Script: The Definitive Guide	D.Flanagan
The HTML Source Book	I.S.Graham
Computer Science: An Overview	J. G. Brookshear
Java: An Object First Approach	F. Culwin
Algorithms and Data Structures	N. Wirth
Introduction to Database Systems	C.J. Dat & Addison Wesley
Computer Networks	S. Tanenbaum
Operating System Concepts	Silberschatz & J. Peterson,
Computer Graphics: Principles and Practice	Foley/Van Dam/ Feiner/Hughes
Computer networks and Internet	D.E. Comer
Data Base Processing, Fundamentals-design Implementation	David M. Kropnke

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5. Constitutional Law including Constitution of Pakistan

- **Constitutional Law**—Principles of Constitutional Law with special reference to United Kingdom, United States of America, Pakistan and India.
- Constitutional developments in Pakistan since 1947, 18th, 19th and 20th amendments in the Constitution, Inter-Governmental Relationship: Political and fiscal including National Finance Commission Award and Water Accord, Cabinet, legislative and judicial system, fundamental rights, Principles of Policy, Provincial Autonomy, Procedure for amending the constitution, control of natural resources, etc.

Suggested Readings:

Constitution of Pakistan	Monir, M.
Constitutional Development of Pakistan	Choudhry, A.G.
Governments and Parties in Continental Europe	Lowell, A.L.
Introduction to the study of the Law of the Constitution	Dicey

6. Development Economics

- Introduction, and Understanding Economic Development
- Theories of Economic Growth and Development
- The Structure of a Dual Economy, Rural-Urban Migration and Development
- Agricultural Transformation and Rural Development
- Population, Labour Markets, Income Distribution and Poverty Alleviation
- The Role of State and Institutions
- The Environment and Sustainable Development
- The Link between Trade and Development
- Foreign Aid, and Financing Development
- Microfinance and Micro-development topics
- Theory of Comparative costs, Arguments for Protection, Balance of payments, International liquidity, International Money and Banking Institutions.

Suggested Readings:

Economic Development	Todaro, Michael & Stephen Smith
Economics of Development	Perkins, D.H., S. Radelet, D.R. Snodgrass, M. Gillis, M. Roemer
Development Economics	Ray D
The Handbook of Development Economics	H.B.Chenery and T.N.Srinivasan
Factors in Economic Development	Cairncross, A.K.
Foreign Aid Theory and Practice in Southern Asia	Wolf, Jr. DC
Introduction to International Economics	Snider, D.A.

7. Economy of Pakistan

Planning Experience of Pakistan : A critical evaluation of the strategy of economic planning.

Agricultural Development in Pakistan : Changes in Agricultural Policies over plan periods, Major Monetary and Fiscal measures to promote Agricultural development, Green Revolution Strategy and its implications for growth and redistribution, Land Reforms and changes in the Tenure System 1950—1980, Cooperative Farming.

Industrial Development in Pakistan: Early industrialization strategy, Creation of Financial and Development Institutions, Major monetary and fiscal measures to promote industrial development, Changing role of public sector over the plan periods, Evaluation of Nationalisation Policy, Concentration of industrial income and wealth.

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Role of Foreign Trade and Aid in economic development: Trends in Pakistan's Balance of Payments, Changes in direction of trade, Trends in Pakistan's major exports and imports, Causes of significant changes in the trends, the role of migration and remittances in Pakistan's economy, costs and benefits of Foreign Aid.

Privatization, denationalisation and deregulation, conceptual and operational aspects. International comparisons.
Energy Issues facing Pakistan

Suggested Readings:

Under Development and Agrarian Structure in Pakistan	Mahmood Hassan Khan
Studies in Economic Development with Special Reference to Pakistan	Ghouse, A
The Economics of Developing Countries	Hynit, H.
The Economy of Pakistan	Khawja Amjad Saeed
Issues in Pakistan Economy	Akbar Zaidi
Economic Survey of Pakistan	Ministry of Finance

8. English Literature

The paper will cover the study of English literature from 1798 to 1900 with special reference to the works of W. Blake, Wordsworth, Shelley, Keats, Byron, Charles Lamb, Dickens, Tennyson, Robert Browning, Hardy, George Eliot, J.S. Mill, Ruskin and Oscar Wilde.

Evidence of first-hand reading will be required. The paper will be designed to test not only the candidates knowledge of the prescribed authors works but also their understanding of the main literary trends during the period. Questions having a bearing on the social and cultural back-ground of the Period also be included.

Suggested Readings:

A Guide to English Literature	Ford, B. Pelican Series 7 Vols
History of English Literature	Legouis and Cazamian
History of English Literature	Hudson
The 19th Century Back Ground	Basil Willey
20th Century Views	Abrahams, M.H.

9. History of Pakistan and India

Arrival of European nations—decline and fall of Muslim Rule, contributions of Shah Wali Ullah, Syed Ahmed Shaheed and Sir Syed Ahmed Khan towards regeneration of the Muslim—Hindu reform movements and anti-Muslim role of Hindu leaders.

Constitutional reforms of the British Government and growth of the Political Parties—Indian National Congress, All India Muslim league—

Partition of Bengal, Simla Deputation, Role of Nawab Mohsin-ul-Mulk, Nawab Viqar-ul-Mulk, Syed Ameer Ali, the Agha Khan and other Muslim leaders, Lucknow pact; Khilafat movement. Contribution of Maulana Muhammad Ali, Allama Iqbal, Quaid-i-Azam Muhammad Ali Jinnah for Muslim uplift and welfare.

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Nehru report, Quaid-i-Azam's Fourteen Points, Allama Iqbal's Allahabad Address 1930, Round Table Conference. The Congress role in the provinces, Lahore Resolution 1940, various missions and plans for the partition of the sub-continent. Quaid-i-Azam as an organizer of the Muslim League Muslim leader and maker of Pakistan.

Constitution making in Pakistan—various attempts at constitution making. Difficulties in establishing a parliamentary democracy, imposition of various Martial Laws, nature of Pakistan's economy, development plans. Role of foreign aid.

Separation of East Pakistan, causes and effect : Pakistan and the world—major powers, Islamic world, relations with India. Social and intellectual trends after 1947. Contribution of Quaid-i-Azam as First Governor General and Liaquat Ali Khan as first Prime Minister.

Suggested Readings:

Constitutional History of India	Keith A.B.
Government & Politics in Pakistan	Ahmad Mushtaq.
Pakistan & India	G.W. Choudhry.
Political System in Pakistan	Khalid Bin Saeed.
Pakistan the Formative Phase	Khalid Bin Saeed.
Political Parties in Pakistan Vol. I & II	Afzal, Rafique.
Two Nation theory	Shafiq Ali Khan
The British Raj in India	S. M. Burke,
SalimAl-Din Qureshi	

10. History of USA

- **Introduction**: From ancient times to 1492, Advent of the Europeans to British supremacy (1492-1606)
- **USA as a British Colony** (1606-1783)
- **USA as an Independent Country** (1783 - 1819)
- **Expansion of USA:** From 13 to 50 States (1820 - 1949)
- **Constitution of the USA:** Salient Features
- **Civil War between the North and the East** (1850 - 1869)
- **Industrialization and its emergence as one of the world powers** (1870 -1916)
- **USA's role in the Two World Wars** (i. 1914 – 1918, ii. 1939 - 1945)
- **Post 1945 world scenario & emergence of USA & USSR as the Two World Powers.**
- **American Role in patronizing UNO and International Organizations** 1945 – 2012
- **American Role in Cold War and its emergence as the Sole World Power** (1945 - 1990)
- **International Concerns of USA:** An Overview
- **The War on Terror and the Role of Pakistan and USA** (2001 - 2012)
- **Global perceptions of the USA**

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Suggested Readings:

The Ideological Origins of the American Revolution	Bailyn. Bernard, 1992
A Pocket History of the United States	Commager, H. and Nevins, Allan, 1967
Painless American History	Curt Lader, 2009
The Politically Incorrect Guide to American History	E.Woods, Thomas Jr., 2004
The Civil War: A Narrative	Foote, Shelby, 1986
The American Political Tradition and the Men Who Made it.	Hofstadter. Richard, 1948
US-South Asian Relations 1784 – 1940: A History Perspective	Iftikhar H. Malik, ed., 2006
The Tragedy of Great Power Politics	Mearsheimer, John, 2001
Enlightenment Revolution and the Birth of Modern Nation	Nelson, Craig, Thomas Paine, 2006
The USA: 1917 – 1980	Smith, Nigel, 2006
American Colonies: The Selling of North America	Taylor, Alan, 2002
White Over Black: American Attitudes Toward the Negro 1550 – 1812	Winthrop D.Jordan
The Complete Book of U.S. Presidents	William. A. De Gregorio, 2005
A people's History of the United States: 1492 to Present	Zinn, Howard, 1980

11. Geography

Cultural Geography: Concept of culture in Geography; human races and their distribution; major language families and their distribution; main religions (Buddhism, Christianity, Hinduism, Islam, Judaism) and their spheres of influence; cultural diffusion; cultural regions of the world.

Environmental Geography: Human ecological adaptations; transformation of nature by man; environmental degradation and conservation; ecosystems and their management; global ecological imbalances–problems of pollution, global warming, reduction in bio-diversity and depletion of forests.

Economic Geography: World economic development–measurement and problems; world resources and their distribution; energy crisis; the limits to growth; world agriculture– typology of agricultural regions; agricultural inputs and productivity; food and nutrition problems; famine–causes, effects and remedies; human development indicators; world industries–location patterns and problems; patterns of world trade.

Population and Settlement Geography: Growth and distribution of world population; demographic attributes; causes and consequences of migration; concepts of over–, under– and optimum population; carrying capacity of the physical environment; problems associated with overpopulation; types and patterns of rural settlements; hierarchy of urban settlements; concept of primate city and rank-size rule; functional classification of towns; sphere of urban influence; rural-urban fringe; satellite town; problems of urbanization.

Regional Geography: Regional geography of South Asia with special reference to Pakistan under the following heads: Environmental setting (physical and climatic); population, hydrology; irrigation; agriculture; natural vegetation; mineral and power resources; major industries; trade and communication.

Suggested Readings

Population Geography	Barrett, H
Hand Book of South Asia	Bradnock, R.W.A,
Concepts and Regions in Geography	Deblij, H.J.D.
The Integrated Human Geography	Home, B
An Introduction to Economic Geography	Khan F.K
Geography of Pakistan	Khan F.K
The Geography of Economic Activity	Thoman, Conklin and Yeats
Environmental Geography: Science, Land Use and Earth Systems	Marsh, W.M. and Grossa J.

12. International Relations

- The modern state system—history, basic features, evolving forms.
- International Relations as a field of study, Basic Approaches—Power, Balance of Power, Imperialism, Nationalism.
- Interaction between states—diplomacy, International Law, international economic and trade linkages—pressures in world politics.
- Evolution of the International System since 1815 (Congress of Vienna) Historical Overview.
- World War I, II, Decolonization, Rise of the Third World Alliance System (NATO, SEATO, CENTO, WARSAWPACT) Peaceful coexistence: Non-Aligned Movement Theories of Peace and Security in Nuclear Age (Deterrence, Limited war, Crisis Management etc). Detente.
- Foreign Policies of the Superpowers, major powers (USA, USSR, China) with special reference to South Asia (India, Pakistan, etc.)
- Regional Security issues and crises (Afghanistan Crises, Iran—Iraq war, Palestine problem, Aparthied and South Africa, Namibia, Polish crises, Euro communism, Central American crises etc.)

Suggested Readings:

Issues in Global Politics	Gavin Boyd
World Politics Since 1945	Peter Caluocorassi
International Relations : Peace or War	Richard Rosecrance
Relations of Nations	Frederick Hartman
Contending Theories of International Relations	Tames Dougherty

13. Political Science

- **Western Political Thought:** Plato, Aristotle, Machiavelli, Montesquieu, Hobbes, Locke, Rousseau, Bentham, Mill
- Al-Farabi, Al-Mawardi, Al-Ghazali, Ibn-i-Khaldun, Iqbal

- The nature and emergence of Modern state system, Islamic concept of state.
- Political concepts, Sovereignty, Law, Liberty, Equality, Rights and Duties.
- Political Dynamics : Public Opinion, Propaganda, Political Parties, Pressure Groups.
- Political Institutions : Legislature, Executive, Judiciary, Political Elites, Civil and Military Bureaucracy.
- Forms of Government : Monarchy, Democracy, Dictatorship, Unitary and Federal, Presidential and Parliamentary.
- Totalitarianism : Fascism, Communism.
- Local Self-govenrment : Theory and Practice with special reference to Pakistan. The nature and emergence of Modern state system, Islamic concept of state.

Suggested Readings:

History of Muslim Philosophy	M. M. Sharif
Comparative Politics : A World View	Almond & Powell
Contemporary Political Analysis	Garles Worth James
History of Political Theory	George H. Sabine
Political Thought in Medieval Islam	Rosenthal
Political Thought in perspective	William Edenstein
Patterns of Governments	Samuel H. Beer, Adem B. Ullam Keith Callard
Politics, Parties and Pressure Groups	V.O. Key Jr.
Modern Political Systems : Asia	Roy, C. Macradis (Ed.)
Politics in Pakistan : Nature and Direction of Change	Khalid Bin Sayeed
Reflection on Government	Earnest Barker
The Political System of Pakistan	Khalid B. Sayeed

14. Public Administration:

- Public Administration.—Its nature and scope, the role of Public Administration in a modern Welfare State.
- Major Schools of thought in Administration.—Scientific Management Movement, Human Relationists; Behavioural School; Systemic theory.
- Bureaucracy.—Concept of Bureaucracy, Theories of Bureaucracy, Ecology of Bureaucracy; Bureaucracy of Pakistan as a Change Agent.
- Administrative Leadership.—Approaches to the study of Leadership, Forms of Leadership, Leadership qualities.
- Administrative Accountability.—Internal and External Controls; Executive Control, Legislative Control, Judicial Control, Ombudsman, Public Opinion and Pressure Groups; Problems of Administrative Accountability in Pakistan.
- Planning.—Types of Plans, Planning Process; Principles of Planning, Planning Machinery; the system of planning and programming in Pakistan, Planning Machinery in Pakistan.

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- Controlling and Co-Ordination.—Forms of Controls, Control Mechanism, the process of Control, Principles of Controlling; Principles of Coordination; Machinery for Coordination; Problems of Coordination in Public Administration in Pakistan.
- Administration.—Elements of Financial Administration, Performance and Programmed Budgeting, Capital Budget,Principles of Budgeting, Auditing and Accounting.

Suggested Readings:

An Introduction to the Public Administration	E.N. Cladden
Administrative Behaviour	Herbet, A Simon.
Bureaucracy : Modern Society	Pebr, M. Blau.
Human Relations Administration	Robert Dubir.
Introduction to the Study of Public Administration	L.D. White
Public Administration for a Welfare State	Paul Abbleby
Public Administration Theory and Practice	Fesler, James W.
Research on the Bureaucracy of Pakistan	Braibanti, Raplh
The Human Side of Enterprise	Douglas McGregor.
The Bureaucracy of Pakistan	Charles F.Kennedy

The above recommendations will not only ensure quality induction through the SOPE but will also strengthen the governance and functioning of the Federal Secretariat which is currently suffering from weak base, bad quality and delivery gaps at Section level.

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