

**REVISED SYLLABI FOR
CSS COMPETITIVE EXAMINATION, CE-2016
FPSC, F-5/1, AGA KHAN ROAD, ISLAMABAD
Updated on: 7th July, 2015**

To select one subject of 100 marks only

Subjects:-

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- 1. Business Administration (100 Marks)**
 - 2. Public Administration (100 Marks)**
 - 3. Governance & Public Policies (100 Marks)**
 - 4. Town Planning & Urban Management (100 Marks)**

By: ZH Softs

BUSINESS ADMINISTRATION (100 Marks)

I. Management

- Defining
 - Organization
 - Management,
 - Management in Organizations
- Four Management Functions
- Management Roles
- Management Skills
- Organizational Internal-External Environment
- Management Planning
 - Goal Setting
 - Decision Making
- Strategic Management Process
 - Strategy Formulation
 - Implementation
- Developing Organizational Structure and Design
- Designing Adaptive Organizations Managing Change and Innovation
- Leadership and Motivation

II. HR Management

- Role of Human Resource Management in Organizational Performance

- Functions of HRM
- Process and Methods of Job Analysis
- Planning and Forecasting
- Personnel Needs Recruitment and Selection
- Training and Development
- Performance Management and Appraisal
 - Methods
 - Processes
- Establishing Strategic Pay Plans
- Compensation and Benefits Ethics
- Justice
- Fair Treatment in HR Management
- Labor Relations and Collective Bargaining

III. Financial Management

- An overview of Financial Management
 - Introduction and significance of financial markets
 - Differentiation between real assets and financial assets
 - Types of Financial Markets
 - Role of capital and money markets in economic development
 - Organizational goals and shareholder wealth maximization perspective
- Time Value of Money
 - Cost of money and the factors affecting the cost
 - Interest rate fundamentals and determinants of market interest rate
 - Role of Time value of money in finance
 - Concept of future value and present value

- Making timelines
- Annuities
- Perpetuities and mixed stream of cash flows
 - With and without growth
- Present value and future value of cash flow streams
- Compounding Interest
 - Discrete and continuous
- Loan amortization
- Analysis and Interpretation of Financial Statements
 - Reading the financial statements
 - Horizontal and vertical analysis including common size ratio, comparative and index number trend analysis, Forecasting financials for future decision making, Evaluating credit, management, profitability, risk etc using financial statements
- Risk, Return and Introduction to Pricing
 - Measures of Risks and return
 - Investment return and expected rate of return
 - Standalone risk
 - Standard deviation and coefficient of variation
 - Risk aversion and required rate of return
 - Portfolio risk
 - Diversifiable vs. Market risk
 - Security Market Line and CAPM
 - Calculating WACC
 - Discounting process for price determination
 - Relevant risk and return for valuation
- Cash flow and Budgeting
 - Significance of budgeting
 - Making cash budgets
 - Making financial forecasts

- Difference between profit and cash flow
- Read and analyze Statement of Cash flow
- Capital Budgeting
 - Significance of Capital budgeting
 - Cash flow calculations
 - Incremental cash flows
 - Capital budgeting decision rules
 - NPV
 - IRR
 - MIRR
 - Return
 - Finding optimal capital structure
 - Calculating appropriate discount rate
 - Capital Rationing

IV. Operations and Supply Chain Management

- Operations Management
 - Operations & Productivity
 - Operations Management (OM) as one of the Three Core Functions in an Organization
 - Significance and contributions of OM in the field of management. Future trends in OM and differences between goods and services
 - Operations Strategy in Global Environment
 - Developing mission & OM strategies
 - Critical Success Factors (CSF)
 - Aligning Core Competencies with CSF

- Process Strategy
 - Four Process Strategies
 - Process Analysis and Design
 - Process Mapping
 - Flow Diagrams
 - Process Charts
 - Service process design
 - Process Re-engineering
- Capacity Planning
 - Design & Effective Capacity
 - Capacity Cushion
 - Capacity considerations
 - Managing demand
 - Capacity Planning
 - Leading vs Lagging Strategies
 - Single & Multiple Product Break Even Analysis for Capacity Planning
- Location Strategies
 - Factors Affecting Location Decisions
 - Methods for Evaluating Location Alternatives
 - Factor Rating Method
 - Load-Distance Methods
 - Center of Gravity Method
 - Service location Strategy
- Layout Strategies
 - Types of Layout
 - Layout Design
 - Fixed Position Layout
 - Process- Oriented Layouts
 - Office Layout
 - Retail Layout

- Assembly Line Balancing
- Inventory Management
 - Role of Inventory in Operations
 - ABC analysis
 - Record accuracy
 - Cycle counting
 - Inventory Models
 - Fixed Period Systems
 - Continuous Review Systems
 - Basic EOQ Inventory Model
 - Safety Stock
 - Service Level
- Supply Chain Management
 - Introduction to supply chain management and logistics management
 - What is supply chain management and logistics management, Objectives, Importance, Examples of supply chain management and logistics management
 - Decision phases in supply chains
 - Supply chain performance Achieving strategic fit
 - Challenges in achieving strategic fit
 - Supply chain cost
 - Supply chain quality
 - Supply chain lead time Supply chain drivers Facilities as a driver
 - Inventory as a driver
 - Information as a driver
 - Transportation as a driver
 - Sourcing as a driver
 - Pricing as a driver
 - Balancing supply and demand Bullwhip effect

- Demand collaboration, Information sharing in supply chains, accurate response strategy
- Supply chain coordination Obstacles in coordination, Vendor managed inventory
- Collaborative planning forecasting and replenishment
- Managerial levers to achieve coordination
- IT in supply chain management Role of IT in supply chain management
- Customer relationship management
- Supplier relationship management
- Risk management in IT
- Supply chain IT in practice

V. Marketing

- Introduction to marketing
- Developing marketing strategies and plans
- Scanning the marketing environment
- Analyzing consumer markets
- Market segmentation
- Managing marketing information
- Branding
- Product life cycle
- Pricing
- Managing distribution channel
- Integrated marketing communications

SUGGESTED READINGS

1. Management **BY** Richard L. Daft,
2. Management **BY** Stephen P. Robbins, Mary Coulter, and NeharikaVohara
3. The Practice of Management **BY** Peter F. Drucker
4. Human Resource Management **BY** Gary Dessler and BijuVarkkey
5. Human Resource Management **BY** Noe, Hollenbeck, Gerhart, Wright.
6. Human Resource Management **BY** David A. DeCenzo& Stephen P. Robbins
7. Human Resource Management **BY** Derek Torrington & Laura Hall
8. Essentials of Corporate Finance **BY** Ross, Westerfield and Jordan
9. Principles of Finance **BY** Besley and Brigham
10. Financial statement Analysis **BY** George Foster
11. Principles of Managerial Finance **BY** Gitman and Zitter
12. Fundamentals of Corporate Finance **BY** Brealey, Myers and Marcus
13. Advanced Corporate Finance **BY** Ogden, Jen and O' Conner
14. Operations Management for Competitive Advantage, 2006 **BY** Chase, Richard B., Aquilano, Nicholas J., and Jacobs, F. Roberts
15. Principles of Operations Management 2005 **BY** Raturi, Amitabh S., Evans, James R
16. Operations Management 2008 **BY** Heizer, Jay and Render, Barry,

17. Supply Chain Management: Strategy, Planning, and Operations Sunil Chopra, Peter Meindl, and D.V. Kalra,
18. Supply Chain Management: From Vision to Implementation Stanley E. Fawcett, Lisa M. Ellram, and Jeffrey A. Ogden
19. Business Logistics & Supply chain management Ronald H. Ballou
20. Principles of Marketing Kotler, Armstrong, Agnihotri and Haque
21. Basic Marketing Perreault and McCarthy
22. Marketing a Practical Approach Peter Rix



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
 - 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

1. Public Administration 7th Ed **BY** Denhardt Robert
2. Public Administration: Understanding Management, Politics and Law 8th Ed **BY** David Rosenbloom
3. Public Administration 2nd Ed **BY** Caiden, Gerald E.
4. Public Administration for the twenty first century **BY** Cooper Et Al,
5. Organization Theory for Public Administration **BY** Harmon Michael & Mayer Richard
6. Public Administration and Public Affairs 12th Ed **BY** Nicholas Henry
7. Classics of Public Administration 7th Ed **BY** Shafritz Jay
8. Reinventing Government **BY** Osbourne D
9. Evolution of Pakistan's Administration System **BY** Braibanti, Ralph

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

GOVERNANCE & PUBLIC POLICIES (100 Marks)

I. Basic Concepts of Governance

- Origin of the term Governance
- Definition of Governance
- Definition of Good Governance
- Characteristics of Good Governance
 - Participation
 - Rule of law
 - Transparency
 - Responsiveness
 - Equity
 - Effectiveness and Efficiency
 - Accountability
- Strategic Vision Collapse/Failure of Governance
 - Indicators diagnostic tools
 - Effects

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II. Governance Theories

- Communitarianism
- Decentered Theory
- Libertarian Socialism
- Institutionalism
- Marxism
- Neoliberalism
- Rational Choice Theory
- Regulation Theory

III. Governance Indicators laid by World Bank/IMF/UNESCO/UNDP/ADB, their Explanation & Application Level in Pakistan

- Voice and Accountability
- Political Stability and Absence of Violence
- Government Effectiveness
- Regulatory Authorities & their Quality
- Rule of Law
- Control of Corruption

IV. Public Policy and Planning Institutions and their role in Planning

- Institutional Framework for Policy Coordination and Planning(ECNEC)
- Economic Coordination Committees of the Cabinet
- The Federal Cabinet
- The Secretaries Committee
- The Prime Minister's Secretariat
- The Planning Commission
- The Finance Division
- The Cabinet Division, and all Federal Ministries for their respective subjects)
- Role of Planning Commission in Policy and Planning Strategic Planning in Federal
- Provincial Government and Local Government
- Role of International Donors in Policy Formulation (IMF Document "Memorandum on Economic and Financial Policies 2013/14–2015/16," that underpins almost all public policies.)
- Public Policy and Implementation in Key Sectors (i.e., Health, Education)

V. Accountability

- General Introduction to Accountability and its concepts(Standards, Symbolism, regional and country-wide comparisons, a Review of Contemporary Studies)
- Types of Accountability
 - Political Accountability
 - Legal/ Judicial Accountability
 - Administrative Accountability
 - Professional Accountability
 - Private vs. Public Accountability
- National Strategies against Corruption and remedial measures.

VI. Bureaucracy

- Introduction to the Concept of Bureaucracy
 - History
 - Neutrality
 - Steel Frame of the State
 - Negative Connotations Associated with the term
- Theories of Bureaucracy
 - Max Weber
 - Marx
 - John Stewart Mill
 - Woodrow Wilson
- Role of Bureaucracy in Pakistan
 - British legacy
 - Civil-Military Relations
 - Neutrality

- Dilution Of Neutrality
- Political Allegiance
- Power
- Corrupting The Incumbent
- Institutional Degradation
- Constitutional Guarantees
- Indexing Of Salaries With The Cpi Or Lack Thereof
- Public Administration and Code of Ethics
 - Effectiveness of the Estacode and the Code of Ethics, Comparison with other countries

VII. Public Policy Formulation and Implementation

- The Policy Making Process
 - How Policies are Made
 - Six including diagnosis
 - six stages with cautions to be exercise at each stage
- Policy Implementation & Role of Bureaucracy
 - Training
 - Pervasive Inertia and how to break it
 - Lack of Decision Making
 - Culture of postponement and delays
 - Lack of resources
 - Political interference
 - Ability to say “No.”
- Policy Analysis
- The Quest for Solutions
 - Lack of research in policy analysis
 - Lack of coordination among departments
 - Secrecy

- Openness
- Policy Evaluation
 - Assessing The Impact of Public Policy
 - Program Evaluation Success and failure of Govt.

VIII. Multi-level Governance in Pakistan

- Legislature
 - National Assembly
 - Senate
 - Provisional Assemblies
- Judiciary
 - Supreme Court
 - High Courts
 - Lower Courts
- Functioning of the offices
 - President of Pakistan
 - Prime Minister of Pakistan
 - Office of Governor
 - Office of Chief Minister
 - Federal Cabinet
 - Cabinet Committees
 - Federal Secretariat
 - Provincial Secretariat
- Local Government system
 - District Government
 - Zila Government
 - Tehsil Government
 - Union Administration
 - Its Efficacy
 - Performance & Causes of Success or Failure

IX. Federalism, Devolution and Decentralization

- Constituents participation in Federal Structure
- Principle of Subsidiarity in Public Service
- Delivery Decentralization Model of Kerala

X. Role of Citizens in Governance

XI. Good Governance in Islam

- Quranic Guidance on Good Governance
- Concept of Governance and its application in light of Quran
- Sunnah and Fiqh



SUGGESTED READINGS

1. Governance **BY** Anne Mette Kjær
2. Encyclopedia of Governance, Volume 2 **BY** Mark Bevir
3. Implementing Public Policy: Governance in Theory and in Practice.
BY Hill M. and Hupe P.
4. Accountability: Managing for Maximum Results **BY** Sam R Llyod
5. Guidance for Good Governance: **BY** Explorations in Qur'anic,
Scientific & Cross-Cultural Approaches **BY** Abdullah Ahsan& Stephen
Bonsal Young

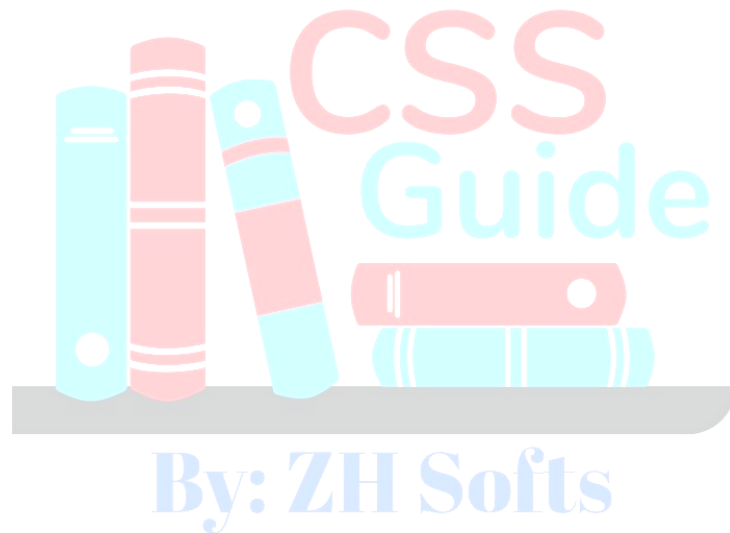
6. How Governments Work **BY** Muzaffar A. Ghaffaar
7. Government and Administration in Pakistan **BY** Dr Jamil-ur Rehman
8. Public Administration With Special Reference To Pakistan **BY** Dr Sultan Khan
9. Constitution of Islamic Republic of Pakistan, **BY** National Assembly of Pakistan
10. Pakistan: Beyond the Crisis State **BY** Maleeha Lodhi
11. Power Dynamics, Institutional Instability and Economics Growth: The Case of Pakistan **BY** Akmal Hussain
12. Federalism and Rights **BY** Ellis Katz and G Allan Tarr
13. Local Government Reforms in Pakistan: Context, Content and Causes **BY** Ali Chmeema, Asim Ijaz Khawaja and Adnan Qadir
14. Economics Democracy Through Pro Poor Growth Ponna Wignaraja, **BY** Akmal Hussain Susil Sirivardana
15. Governance: South Asian Perspective **BY** Hasnat Abdul Hye
16. Governance, Economic Policy and Reform in Pakistan **BY** Abdul Samad
17. "Pakistan—Problems of Governance," 1993. **BY** Hussain, M., Hussain. A
18. "Pakistan's Predicament: The Diagnostic and the Debates within," Journal of Pakistan Vision, 13/1 (2012). **BY** Racine, Jean-Luc.
19. The Culture of Power and Governance of Pakistan—1947-2008, Oxford, 2010. **BY** Niaz, I.

20. "Legitimacy and the Administrative State: Ontology, History, and Democracy," Public Administration Quarterly, UC Berkeley, 2013. **BY** Bevir, M.,

21. Handbook of Public Policy Analysis **BY** Frank Fischer, Gerald J. Miller, and Mara S. Sidney

22. Public Policy: Politics, Analysis, and Alternatives, 4th Ed., **BY** CQ Press, 2012 Kraft, Michael E., Scott R. Furlong

23. Public Policy in An Uncertain World,: Analysis and Decisions, Harvard, 2013 **BY** Manski, Charles F.



TOWN PLANNING & URBAN MANAGEMENT (100 Marks)

I. Definition of Town Planning

- Goals and objectives of Town Planning
 - Town Planning as a multi-disciplinary approach and relationship of Town Planning with other professions

II. Historical Perspective of Urban Planning

- Planning of historical towns in the world
- Examples of planned towns in Europe
- Nile Valley region
- Euphrates and Tigris Valley region and Indus Valley region
 - Mohenjodaro
 - Harappa
 - Kot Diji
 - Mehr Garh
 - Gandhara Civilization

III. Urban Rural Differences and Hierarchy of Settlements

- Urbanization and its effects on the environment of urban areas

IV. History of planning in Pakistan

- 5 year plans
- Regional Plans

- Master Plans etc.

V. Managing Urbanization

- How to manage urbanization
- Best Practices
- Land use classification policy
- Building and development control
- Removal of encroachments
- Introduction to Intelligent Transport Systems (ITS)

VI. Housing community and Economic Development

- To prepare professionals with the skills and knowledge of equitable development
- Commitment to expanding opportunities and providing quality of life for disadvantaged groups

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VII. Public Policy and Urban Design Management

- Solving social and environmental problems using
 - Economics
 - Policy analysis
 - Political science
 - Urban Design

VIII. Sustainability, Environmental Policy and Planning

- How society conserves and manages its natural resources and works to promote development, while conserving and maintaining a healthy environment

IX. Urban Information Systems

- Use of planning related software and spatial analysis tools and systems e.g. GIS, SPSS etc

SUGGESTED READINGS

1. Introducing Town Planning **BY** Clara Greed
2. Introduction to Town and Country Planning **BY** John Ratcliff
3. Town Planning for the Third World **BY** A.K. Bhatti
4. Contemporary Urban Planning **BY** J.M. Levy
5. Land Use, Planning, and Zoning **BY** Peter J. Loughlin,
6. Town and Country Planning in the UK J.B. **BY** Cullingworth, Vincent Nadin
7. Town Planning in Practice **BY** Raymond Unwin,
8. World Cities and Urban **BY** Mike Janks
9. Urban Land Use Planning **BY** Philip R. B
10. Environmental Science: A Global Concern **BY** William P

11. Megacity Management in the Asian and Pacific Region (Vol-2) **BY** Stubbs, Jeffery Giles Clarke
12. Dying Cities: Surviving the Urban Jungle **BY** Somaiya N
13. Handbook on Urban Sustainability **BY** Springer
14. Emerald Cities – Urban sustainability and Economics **BY** Joan Fitzgerald
15. Growing Greener Cities **BY** Eugene Birch, Susan Wachter
16. The Earth scan Reader in Sustainability Cities **BY** David Sattethwaite
17. The Poverty Curtain **BY** Dr. Mehboob –ul-Haq
18. Reflections on Human Development **BY** Dr. Mehboob –ul-Haq
19. Smart Cities **BY** Anthony Townsend



Subject Wise Notes will be provided here
soon through CSS-Guide APP by ZH Softs