

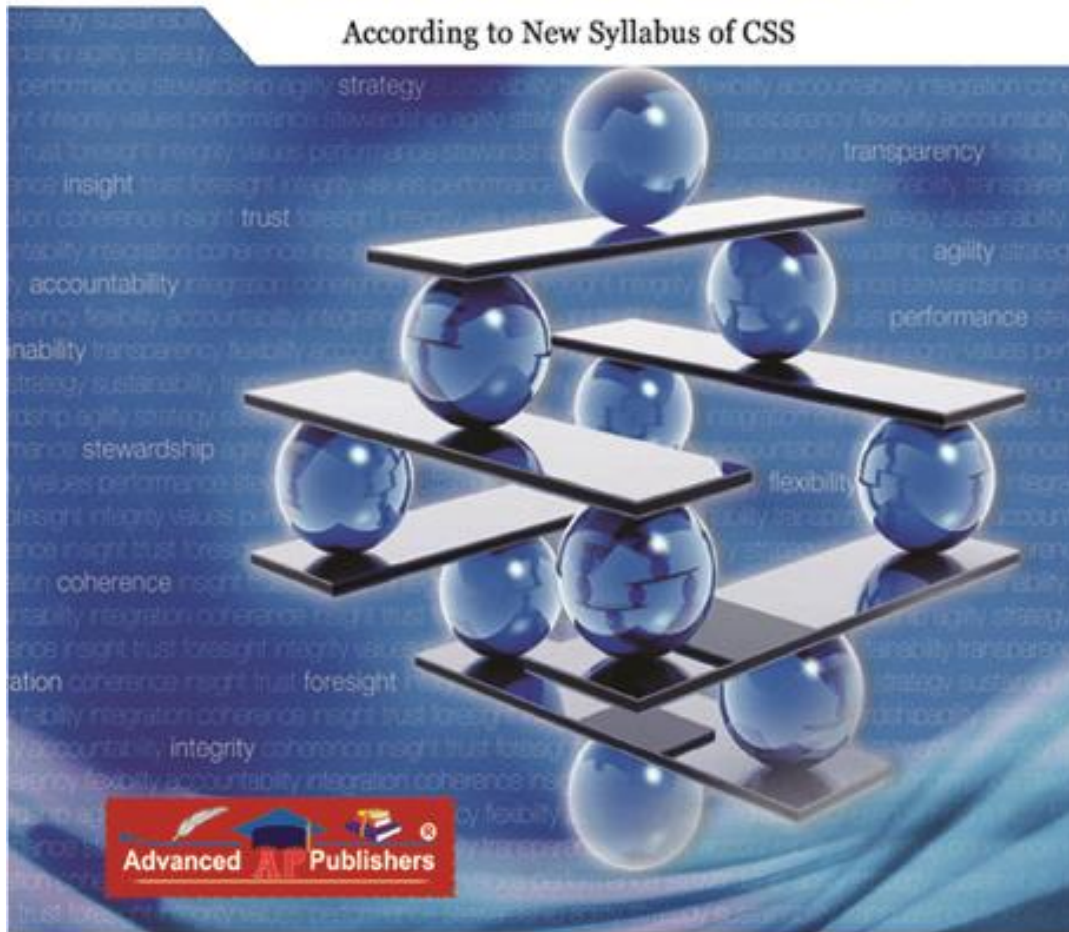


M Imtiaz Shahid
Memoona Shahid



PUBLIC Administration

According to New Syllabus of CSS



Advanced
Public
Administration
For CSS
(APAC)

Memoona Shahid

Revised & Updated Edition

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Preface

The interrelationship between bureaucracy and political elites in developing states has for years been the focus of considerable research interest. In the Pakistani context, assertive bureaucracy has significantly impeded the nation's political developmental process. The scourge of corruption is an acute and pervasive problem in Pakistan's higher bureaucracy, and has been observed and commented upon since independence. Good governance has emerged at the forefront of the development agenda in Pakistan. Citizens, domestic enterprises and foreign investors see governance as the key ingredient for sustainable development and a sound investment climate. Accordingly, good governance is recognized as one of the most critical factors for successful achievement of the strategic thrust, policies, programmes and targets.

The concept of governance relates to the quality of the relationship between government and the citizens whom it exists to serve and protect. Governance may be defined as the manner in which power is exercised in the management of a country's economic and social resources for development. The four key components of governance are accountability, transparency, predictability, and participation; these are universally applicable regardless of the economic orientation, strategic priorities, or policy choices of the government. Issues of public sector efficiency, effectiveness, and accountability are important for long-term growth. Public sector management requires action to make markets competitive. But the system of public administration became inadequate in the face of changing and growing demands in it.

The demands on public administration grow as a result of developments in human, physical, economic, technological and political developments. The precise nature and the magnitude of demands, of course, depend on the degree to which governments commit themselves to direct guidance and management of social and economic development.

The situation of public administration is particularly acute in Pakistan because our needs for administrative capabilities have been changing constantly while the time and resources available for this purpose have been limited. This has meant an accumulation of demands that have remained unfulfilled. While the availability of public administration capabilities cannot solve problems such as employment, energy crisis, resource deficiency and unsustainable disequilibrium in balance of payments, weaknesses in administrative capabilities can have serious repercussions on the effective use of whatever national resources and opportunities are available for development at a given time. The public administration infrastructure, in fact, greatly influences the quality and outcome of national activities in economic and social development and hence the welfare of the people.

With the emerging condition of Pakistan, the role of administrative machinery of Pakistan became paramount. The changing condition is demanding more bureaucratic accountability and responsiveness from administrative authority of Pakistan. Therefore there is a need to educate young potential of not only the basic knowledge of public administration but also the various issues and challenges coming in the way of effective and efficient administration.

Our book starts discussion with the evolution of concept of public administration, its developmental stages and study of public administration with special reference to Pakistan. Different schools of thought of management are also discussed in detail. Islamic concept of Public administration is highlighted for making a comparison with the international image of the public administration.

The subject matter of public administration including governance, administrative accountability, civil services, bureaucracy, strategic management, public policy, financial management, leadership, motivation and principles of management are discussed in detail; in addition to the special reference to Pakistan.

The book also highlights the different policy tools and skills required for effective public management, government and administrative reforms, public policy planning, financial administration, human resource management, intergovernmental relationships, and the role of citizens in public management and development.

I hope this book will prove to be a best guide in helping the students of competitive exams for not only securing maximum marks but also in understanding the concept of public administration in general and with special reference to Pakistan and will surely make them effective and efficient public administrators to face the emerging challenges of bureaucracy and administrative authority with deal and dedication.

Students are the assets of our nation and we always welcome their valuable comments and suggestions. Our prayers are with you.

Good Luck

M. Imtiaz Shahid

Memoona Shahid

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