

**FEDERAL PUBLIC SERVICE COMMISSION, ISLAMABAD**  
**RULES FOR SECTION OFFICERS PROMOTIONAL EXAMINATION (SOPE), 2015**  
**NOTIFICATION**

*Islamabad, the 18<sup>th</sup> May, 2015*

*SRO No.418(I)/2015.--- "In exercise of the powers conferred by sub-rule(2) of Rule 3 of the Civil Servants (Appointment, Promotion and Transfer) Rules, 1973 and Section 7(1)(b) (i) and (ii) of FPSC Ordinance, 1977 (XLV of 1977), the Chairman, FPSC in pursuance of Section 7-A of FPSC Ordinance, 1977, and with the approval of the Federal Government has made, in supersession of all earlier Rules for Section Officers Promotional Examination, the Section Officers Promotional Examination Rules, 2015 for regulating and conduct of said examination from time to time."*

**No. F.7/1/2014-SOPE.** 1(i) The Section Officers Promotional Examination shall be conducted by the Federal Public Service Commission for selection of Section Officers against the number of vacancies as advertised by the Commission as and when such requisition is received from the Establishment Division.

ii) The Section Officers Promotional Examination shall comprise of the following components:-

- (a) **Written Examination**
- (b) **Psychological Assessment and**
- (c) **Viva Voce**

iii) The Examination shall be held on the dates as advertised by the Commission.

iv) The Examination shall be held simultaneously at **Islamabad, Rawalpindi, Karachi, Lahore, Peshawar and Quetta.**

v) **Place for Psychological Assessment and Viva Voce.**--Psychological Assessment and Viva Voce shall be held only at FPSC HQs, Islamabad or Provincial Headquarters depending upon the number of qualified candidates at the respective centres.

vi) The Commission reserves the right to finally decide and notify the places of Examinations/Psychological Assessment and Viva Voce.

vii) No request for change of centre shall normally be entertained. When a candidate, however, desires to change his/ her centre, from one indicated in his/ her Application Form for the Examination, he/ she should make a written request to this effect to the Secretary, FPSC, Islamabad and send it by registered post, as soon as possible but not later than 15 days prior to conduct of examination giving full justification as to why he/ she desires to do so. Such request will be considered only on merit.

**2. Cut off date to determine eligibility.**--The closing date for submission of applications as advertised by the Commission shall be the cut off date to determine the eligibility in terms of length of service and age of the candidate, etc.

**3. ELIGIBILITY CRITERIA.**--Following shall be the criteria to be eligible for applying/appearing in SOPE:

**(1) EDUCATION**

i) A candidate must hold at least a Second Class or Grade "C" Bachelor's degree in any faculty from one of the Pakistani Universities or an equivalent degree or comparable educational qualifications of a foreign University recognized by Higher Education Commission, Islamabad.

ii) A candidate who has obtained a Third Division (or 'D' grade) in his/her Bachelor's degree will be eligible for the Examination in cases where he/she has obtained a higher Division in Master's Degree.

- iii) The matter as to which foreign degree is comparable and equivalent to corresponding Pakistani degree shall be decided by HEC. Therefore, an equivalence certificate issued by HEC may be attached with application form.

**(2) AGE-LIMITS**

A candidate for admission to the examination must have attained the minimum age of 30 years on the closing date for receipt of application as advertised by the Commission.

**(3) AGE-RELAXATION**

No age relaxation shall be allowed in any case.

**(4) DATE OF BIRTH**

The date of birth accepted by the Commission shall be that entered in the following documents, however the decision as to which certificate shall be accepted rests with the Commission:-

- i) Matriculation Certificate;
- ii) Secondary or Higher Secondary School Leaving Certificate;
- iii) Certificate of birth from the Principal/Headmaster of the School from where a candidate has passed his/her GEC, 'O' level or equivalent examination showing the date of birth in the School Admission Register;
- iv) In case of Christian candidates, Baptismal or birth registration certificate
- v) Authenticated by service record.

**(5) LENGTH OF SERVICE**

- (i) Eight (08) years regular service in BS-11 to BS-16 in President's Secretariat, Prime Minister's Secretariat, Senate Secretariat, National Assembly Secretariat, Federal Secretariat, Attached Departments, Wafaqi Mohtasib's Secretariat, Federal Service Tribunal, Federal Public Service Commission, Intelligence Bureau and also the Civilian Employees of Pakistan Armed Forces Headquarters and their lower formations.
- (ii) Length of service as at (i) above means regular service acquired before or after obtaining the required educational qualification as given at Rule-3 (1) (i) and (ii) above.

**(6) INELIGIBILITY WITH RESPECT TO SERVICE**

The employees of the following offices/categories shall not be eligible to apply/appear for SOPE.

- i) All Subordinate Offices such as Customs/Central Excise & Income Tax including field offices of the FBR.
- ii) Accountants General in the Provinces.
- iii) AJK Council.
- iv) Provincial Governments, Azad Jammu & Kashmir and Gilgit-Baltistan Governments.
- v) Election Commission of Pakistan
- vi) Federal Shariat Court
- vii) Semi Government., Autonomous Bodies, Corporations and Regulatory Authorities
- viii) Strategic Organizations such as PAEC, KRL, AWC and others.
- ix) The employees working below BS-11 and those who are placed in BS-17 on regular basis.
- x) The employees mentioned at (i) to (viii) working on deputation basis in Federal Government.
- xi) Other departments which have not been declared as attached departments in terms of Schedule III of Rules of Business, 1973.

#### **4. SUBMISSION OF APPLICATION AND ADMISSION TO THE EXAMINATION**

- (1) All applications for Section Officers Promotional Examination must be submitted on line through FPSC website [www.fpsc.gov.pk](http://www.fpsc.gov.pk), on or before the closing date for receipt of applications as advertised by FPSC.
- (2) **Print out of the** duly filled Online Form (i.e. Hardcopy) may be obtained and after signing it, copies of all documents/certificates (as mentioned at sub rule-7) may be attached with it and furnished to FPSC so as to reach the FPSC (Headquarters) within 10 days of the closing date. Preferably, the hardcopies may be dispatched or furnished before the closing date so that delay in transit may be avoided. Onus of proof of dispatch of hardcopy of online form and documents, before the closing date, shall solely lie on the candidate.
- (3) Candidates are cautioned that if an online application is received incomplete or wrongly filled in or its hardcopy not accompanied with any one of the documents mentioned at sub-rule (7), it will be rejected.
- (4) Hardcopy of the online application, if reached to FPSC after the stipulated period of 10 days from the closing date, it shall not be accepted and online form already submitted to FPSC shall stand rejected.
- (5) The hard copy of the online form shall have the same entries as made in the online form submitted to FPSC, and any variation shall cause rejection of candidature.
- (6) No plea that **hardcopy of online application form** or any document attached with it has been lost or delayed in the post shall be entertained.
- (7) The candidates must send the following documents with their duly signed Applications, else their applications shall be rejected:-
  - (i) Recent 4 photographs (attested on back side, mentioning name and father's name).
  - (ii) Attested copy of Computerized National Identity Card.
  - (iii) Attested copy of Matriculation Certificate showing date of birth. Provisional Certificate/Result Card/Marks Sheet is not acceptable.
  - (iv) Attested copy of Intermediate Certificate. Provisional Certificate/Result Card/Marks Sheets is not acceptable.
  - (v) Attested copy of Degree(s) alongwith Detailed Marks Sheets issued by the Controller of Examination.
  - (vi) Attested copy of self Domicile Certificate.
  - (vii) Copies of Notification(s)/ Office Order(s) of each appointment/promotion as claimed
  - (viii) Departmental Permission Certificate (DPC) as per Annex-A of Application Form, for proof of working in Ministry/Division/Attached Department in terms of Rules of Business, 1973.
  - (ix) In case of civilian employees of Armed Forces Headquarters and their lower formations, attested copy of Office Order/Notification (mentioning detail of offices and lower formations) issued by the of Defence Division, as a proof.

#### **5. NUMBER OF ATTEMPTS**

- (1) A candidate may avail maximum three attempts of the examination after attaining the minimum age of 30 years on the closing date advertised by the Commission.
- (2) The 1<sup>st</sup> attempt of examination shall be counted w.e.f. first Section Officers Promotional Examination held under these Rules.
- (3) A candidate shall be deemed to have attempted the examination and his chance shall stand consumed, if he/she actually appeared in any one or more papers of the examination and even if he/she tendered blank Answer Book/Sheet and even if rejected subsequently.”

- (4) **A candidate who conceals the number of previous attempts, shall be prosecuted leading to his/her disqualification in accordance with Rule-17 of these Rules.**

#### **6. DISABLE CANDIDATES**

- (1) Disabled candidates viz visually impaired (Blind) and physically impaired shall be provided computer/helper(writer), if they have been declared permanently incapacitated with respect to writing by the Federal/Provincial Council for Rehabilitation of Disabled Persons, and a certificate in this regard has been attached by them with application form and also requested for provision of computer/helper in their application form, the FPSC shall arrange the helper from within the available staff of FPSC deputed at the examination centre. The role of the helper would merely be to reproduce in writing the words so uttered by the disabled candidate. No intellectual contribution by the helper is permissible. The educational level of the helper shall be Graduate/Intermediate/matriculate as per availability at the examination centre. No request for choicest helper or venue of the examination shall be entertained. The disabled candidate alongwith helper shall remain within the examination hall till conclusion of the paper.
- (2) Extra time of 15 minutes per hour shall only be allowed to visually impaired (Blind) candidates. The other categories of disabled candidates shall not be allowed any extra time.
- (3) A disabled candidate referred to in sub-rule (1) and (2) may attempt the question paper on computer for which facility shall only be provided at FPSC HQs and FPSC's Provincial Offices. However, no TA/DA shall be admissible. Such Computer literate candidates must fill the relevant entries in the online Application Form, else they shall not be allowed to attempt the paper on computer.

#### **7. WRITTEN EXAMINATION**

- (1) The medium of the Examination shall be English.
- (2) The Examination shall be passed by a candidate as a whole and not in parts.
- (3) Subjects for the Section Officers Promotional Examination shall comprise of compulsory papers of 450 marks and optional papers of 200 marks as prescribed in Appendix-1.
- (4) Optional Subjects must be selected carefully. Candidates are cautioned that wrong selection of subjects shall lead to rejection under rule-4 (3) above and para (2) of Appendix-1.
- (5) **Combination of optional subjects once chosen at the time of submission of online application shall not be allowed to change subsequently. Change of optional subjects in hard copy of online form shall also not be allowed.**
- (6) For whatsoever reasons, a candidate who misses any compulsory or optional papers of written examination for medical or any other reasons shall not be allowed to appear in the remaining papers.
- (7) **If a candidate misses a paper for any reason, separate examination in that paper shall not be arranged for him/her.**

#### **8. ADMISSION TO EXAMINATION**

- (1) No candidate shall be admitted to the examination hall who does not hold a certificate of admission issued by the Commission and Original CNIC. **An admission certificate generated or down loaded from FPSC website shall be accepted.** Intimation about examination centre and Roll No. may be down loaded from FPSC website, if not received through post.

- (2) A candidate who arrives at examination hall/centre late than the time mentioned in Admission Certificate & date sheet, he/she shall not be allowed to sit in the examination.

#### **9. EFFECT OF INELIGIBILITY**

- (1) Candidates will be admitted to the examination provisionally at their own risk subject to their being found eligible in all respects. On detailed scrutiny of the applications after the announcement of result of the written part of the examination, if any candidate is found ineligible in any respect under these rules for the examination his/her candidature shall be cancelled/ rejected regardless of the fact whether he/she has appeared in the examination or qualified therein.
- (2) The result of any candidate, whose candidature is rejected on any ground, shall not be declared, irrespective whether he/she, failed/passed the examination

*Note: To avoid "INCONVENIENCE", candidates are advised in their own interest to make sure before appearing at the examination that they fulfill all requirements of the rules, relating to the examination.*

#### **10. QUALIFYING MARKS IN WRITTEN EXAMINATION**

- (1) A candidate who fails to secure at least 40% marks in any of the compulsory subject/paper and 40% marks in any of the optional subject/paper and 50% marks in the Aggregate shall be considered to have failed in written examination and shall not be eligible for Psychological Assessment and Viva Voce.
- (2) No grace marks shall be allowed.
- (3) Only those candidates who are declared qualified in written examination and found eligible in all respects shall be called for Psychological Assessment and *Viva Voce*.

#### **11. PSYCHOLOGICAL ASSESSMENT**

All candidates called for *Viva Voce* shall be required to undergo Psychological Assessment, comprising written tests and group tasks. Such tests are designed to assess abilities, attitude and personality characteristics of the candidates with special regard to their aptitude for the Civil Services. Separate marks are not awarded for the Psychological Assessment. However, 200 marks assigned to *Viva Voce* also reflect the performance on Psychological Assessment. Candidates must bring their National Identity Cards and two copies of recent photographs when summoned for Psychological Assessment. If a candidate remains absent in the Psychological Assessment, he/she shall not be allowed to appear for *Viva Voce*.

#### **12. VIVA VOCE**

- (1) There shall be a Viva Voce of 200 marks.
- (2) Each candidate who is declared qualified in written part of the examination shall be interviewed by a Board which shall have before them a record of his/her career, both academic and extramural. He/she shall be asked questions on matters of general interest. The object of the interview is to assess his/her suitability for the services for which he/she is entered and in framing their assessment, the Board shall attach particular importance to the moral and ethical qualities of the candidates, his/her intelligence and alertness of mind, his/her vigor and strength of character and his/her potential qualities of leadership, knowledge and analytical abilities. The Board shall take into consideration his/her extramural activities such as sports, debates, hobbies, etc., and their effect on his/her physique and character, in assessing his/her merit.

- (3) All candidates are expected to have basic knowledge regarding Islam, Pakistan and Current Affairs. Questions may be asked in the Viva Voce on these subjects. Persons securing less than pass marks in these subjects shall not be considered for appointment to Government jobs, irrespective of their proficiency in other fields. However, the Non-Muslim candidates shall not be asked any question regarding Islam.
- (4) A candidate called for Viva Voce Test, shall be required to bring his/ her original documents, CNIC and Admission Certificate on the date he/ she appears for Viva Voce Test. These will be returned on the spot if found in order. Any document found to have been tampered with, shall be liable to be retained and the candidate, liable to be criminally prosecuted in addition to being permanently debarred from the Commission's Examinations and selections and from Employment under Government.
- (5) A candidate who fails to secure at least 50% marks in Viva Voce (i.e. 100 marks) shall be considered to have failed and shall not be eligible for appointment.

### **13. DETERMINATION OF FINAL MERIT & ANNOUNCEMENT OF RESULT**

- (1) The candidates who qualify in written examination and Viva Voce, their final merit shall be determined by adding marks obtained in the written examination and viva voce.
- (2) When total marks (written examination + viva voce) of more than one candidate are equal, the one who gets more marks in viva voce shall be treated as higher in merit. If marks in viva voce are also equal, the one who gets more marks in compulsory subjects shall be treated as higher in merit. If marks in compulsory subjects shall be also equal, the one who is older in age shall be treated as higher in merit.
- (3) The candidates who pass the written examination shall be intimated individually as well as through website but the candidates who fail in written examination shall not be informed individually. They may download detail mark sheets from FPSC's website.
- (4) **Only FPSC is authorized to announce the result of the examination.**

**14. (1) The Government** sometimes announces public holidays at a short notice. The FPSC examinations/ interviews shall not be affected by such announcements, unless a decision on postponement is conveyed to the candidates.

(2) The Commission reserves the right to change the schedule of the Examination as well as to cancel any paper(s) or the Examination without assigning any reason.

**15. Appointment.**—(1) The candidates securing highest places on the combined results of the Written Examination, Psychological Assessment and Viva Voce and eligible for appointment shall be recommended by the Commission in order of merit upto the number of advertised vacancies.

(2) Success in the Examination confers no right to appointment, as the appointments are made by the Government in accordance with the Civil Servants (Appointment, Promotion and Transfer) Rules, 1973 and fulfillment of the required formalities.

**16. Reserve Merit List/Alternate Nomination.**— (1) Once the process of selection against advertised vacancies is completed, the Commission shall maintain the Reserve merit list till commencement of the Specialized Training Program (STP).

(2) In case a recommended candidate tenders his unwillingness to join the Specialized Training Program (STP) to the Establishment Division and request of Establishment Division for alternate nomination reaches to the Commission before the commencement of STP, the Commission shall nominate the next candidate on merit from the reserve merit list against the vacancy.

(3) The vacancies of a non-joiner, reported to the Commission after commencement of STP shall not be entertained and carried over to next examination.

(4) On commencement of the STP, the reserve merit list shall no longer be valid and the process of Section Officers Promotional Examination shall stand completed and closed.

**17. Warning.**—(1) A candidate who knowingly furnishes particulars which are false, or suppresses material information, or attempts to influence the Commission, or officers or members of the staff of the Commission, or tries to obtain support for his/her candidature by improper means, or deliberately submits forged certificates, or tampers with the entries in his/her age, educational and other certificates, or misbehaves in the examination hall or uses unfair means including use or attempted use of mobile phone or other electronic device for copying, or is found guilty of misconduct during Written Examination, Psychological Assessment and Viva Voce and uses filthy and unethical language in the Answer Book(s) during written examination, may be disqualified for this and/or subsequent examinations/selections held by the Commission and/or criminally prosecuted and debarred from future and/or removal from existing employment under Government.

(2) **If during the conduct of Examination at a centre/hall, any candidate is found in possession of mobile phone or likewise devices, he/she shall be prosecuted under the rule-17(1).**

(3) A candidate who, even after his/her appointment, is found to have knowingly furnished particulars which are false, or to have suppressed material information shall be liable to dismissal from Service.

**18. Departmental Permission Certificate.**-- Departmental Permission Certificate (DPC) as at Annex-A of the Application Form may be provided within 10 days of the closing date. However, candidate shall submit an advance copy of application on prescribed form to FPSC on or before closing date to avoid rejection due to delay that may occur in processing of DPC by the Government channels.

**19. Correspondence.**-- All correspondence may be addressed to Secretary, FPSC. Candidates should not write their postal addresses care of Post Box Number etc. as Postal Authorities do not accept registered letters for such an address. In all correspondence in connection with Applications, (before receiving Roll Numbers) full name of candidates, CNIC number, contact number and name of the post/examination applied for, should be mentioned.

**20. Change of address** shall be reported to the FPSC immediately.

**21. Recounting.**—Answer Books are secret documents and cannot, therefore, be permitted to be seen by the candidates or their representatives nor re-examination of Answer Books/Scripts shall be allowed under any circumstances. A candidate desirous of getting his/her marks, awarded by the examiners re-counted may submit his/her request, so as to reach FPSC within thirty days of the date of display on FPSC's website/issue of Result Card/Marks Sheet/ alongwith a Treasury Receipt of Rs.500/- per paper as fee for re-counting of marks only. No such request shall be entertained, thereafter.

**22. REPRESENTATION AND REVIEW PETITION**

(1) A candidate aggrieved by any decision of the Federal Public Service Commission may, within thirty days of communication of decision, make a representation to the Commission and the Commission shall decide the representation within fifteen days after giving the candidate a reasonable opportunity of hearing.

(2) A candidate aggrieved by the decision of the Commission made under sub rule (1) may, within fifteen days of communication of decision, submit a review petition to the Commission and the Commission shall decide the review petition within thirty days under intimation to the petitioner. The decision of the Commission on review petition shall be final.

- (3) Save as provided in "Federal Public Service Commission Ordinance, 1977", no order made or proceeding taken under "FPSC ORDINANCE, 1977", or rules made hereunder, by the Commission shall be called in question in any court and no injunction shall be granted by any court in respect of any decision made or taken in pursuance of any power conferred by, or under, "FPSC Ordinance, 1977".
- (4) Any candidate aggrieved by a decision of the Commission under sub-rule (2) may, within thirty days of the decision, prefer an appeal to the High Court.
- (5) Each representation and review petition **duly signed** shall be entertained only if accompanied with Original Treasury Receipt of Rs.500/- in each case.

**23. SPECIALIZED TRAINING PROGRAM**

- (1) The candidates recommended for appointment as Section Officer on probation shall be required to undergo Specialized Training Programme (STP) having 600 Marks.
- (2) The format and content of the Specialized Training Program shall be the same as prescribed for officers of Office Management Group.
- (3) Qualifying threshold in STP shall be 45 percent.

**24. FINAL PASSING OUT EXAMINATION**

- (1) After successful completion of Specialized Training Programme (STP), the probationers shall have to appear in the Final Passing Out Examination (FPOE) of 1000 marks to be conducted by FPSC.
- (2) The subjects/ papers and distribution of marks for FPOE shall be the same as prescribed for officers of Office Management Group.
- (3) Qualifying threshold in each paper and in aggregate for FPOE shall be 45%.

**25. INTER-SE-SENIORITY.**—For the purpose of determining the Inter-Se-Seniority of the SOPE qualified and nominated candidates the marks obtained by a qualified candidate in SOPE (Written Examination, Psychological Assessment and Viva Voce) held by the Commission shall be added to the marks obtained by him/her in the Specialized Training Program and the marks obtained in the Final Passing Out Examination in the first attempt.

**26. APPLICATION OF RULES.**—The Occupational Groups and Services (Probation, Training and Seniority) Rules, 1990 and Occupational Groups and Services (Final Passing Out Examination) Rules, 2003 shall be applicable mutatis mutandis, to the probationers of SOPE.

**27.** This issues with the concurrence of Establishment Division vide their letter No. 7/4/2014.T.V, dated 02-12-2014 and 22-4-2015 and FPSC as required vide Establishment Division OM No.1/2/78-DV, date 27-8-1978.

**SECRETARY**



**SUBJECTS FOR WRITTEN EXAMINATION FOR SECTION OFFICERS**  
**PROMOTIONAL EXAMINATION**

(1) **Compulsory Papers**

<b>Paper-I: Essay (50 Marks Time: 2 Hours)</b>	<b>Paper-III: General Knowledge 100 Marks Time: 03 Hours</b>
<b>Paper-II: English (Précis and Composition) (100 Marks Time: 03 Hours)</b> Précis = 30 Marks Comprehension = 30 Marks Grammar = 40 Marks	i). Every Day Science (20 Marks) ii). Islamiat (20 Marks) iii). Pakistan Affairs (30 Marks) iv). Current Affairs (30 Marks)
<b>Paper-IV: Specialized Paper for Office Management -I 100 Marks Time: 03 Hours</b>	<b>Paper-V: Specialized Paper for Office Management -II 100 Marks Time: 03 Hours</b>
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, Role of Public Accounts Committee. (30 Marks)	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 (20 Marks) v). Public Sector Companies (Corporate Governance) Rules 2013 (10 Marks) vi). PPRA Ordinance and Rules 2004 (10 Marks)

(2) **Optional Subjects/ Papers**

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

<b>Code No.</b>	<b>Group-1 Each subject carries 100 marks <i>Opt only one subject from this box</i></b>	<b>Code No.</b>	<b>Group-2 Each subject carries 100 marks <i>Opt only one subject from this box</i></b>
1	Accountancy and Auditing	8	Constitutional Law including Constitution of Pakistan
2	Basic Mathematics and Statistics	9	English Literature
3	Business Administration	10	Geography
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

(3) Detailed contents of syllabus is available at Annex-I.

## 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) Islamiyat:**

- 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 Prophethood), Akhrot (Day of Judgement), Salat, Soum (Fasting), Zakat, Hajj, Jihad;

- **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 20 <sup>th</sup> 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  
Management

H.T.Graham & Roger Bennett  
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  
Quality Management - Principles & Practice  
Putting Total Quality Management to Work

Howard S Gitlow  
Geoff Vorley & Fred Tickle  
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  
MS Office Handbook

Deborah Morley, Charles Parker

### **Optional Papers**

#### **1. Accountancy and Auditing**

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

**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 undertakings, 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 Auditing	Vickery, B.G.
Companies Act 1984	Dicksee, L.R.
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.

**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 analysis—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

## 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, 18<sup>th</sup>, 19<sup>th</sup> and 20<sup>th</sup> 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.

**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.



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) and Pakistan's Role in this connection.
- **International Concerns of USA:** An Overview
- **The War on Terror and the Role of Pakistan and USA** (2001 - 2012)
- **Global perceptions of the USA.**

## 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	Deblj, 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, Apartheid 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
- **Muslim Political Thought:** 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-government : 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
Pakistan A Political Study	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.

- 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.

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 Ableby
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.