

CHAPTER 1 APPROACHING THE STUDY OF PUBLIC ADMINISTRATION

1. Which of the following describes how many presidents, such as Jimmy Carter, Ronald Reagan, Bill Clinton, and George W. Bush, have dealt with the bureaucracy during their presidential runs?

- a. Focused on supporting the expansion of bureaucracy.
- b. Argued for increased oversight on military bureaucracy
- c. Expressed desire to see bureaucracy take on more technology to be more efficient.
- d. Ran against bureaucracy, arguing to clean up government.

ANSWER: d

2. What factor most directly explains increased confidence in government and the bureaucracy?

- a. Popularity of Congress
- b. Popularity of health care programs.
- c. Good or improving economic conditions
- d. Decreases in bureaucratic discretionary authority.

ANSWER: c

3. Among the most important differences in the respective working environments of public and private managers are, first, the “goldfish bowl” of publicity facing the public manager and what other difference?

- a. ability to control subordinates’ careers.
- b. ability to employ precise evaluation measures.
- c. exclusive power to set agency goals.
- d. having to operate under much tighter time constraints.

ANSWER: d

4. Which of the following best describes the nature of action for public managers?

- a. Actions taken are expected and necessary.
- b. Actions taken are always advisable.
- c. Actions taken are convenient.
- d. Actions taken are politically acceptable.

ANSWER: a

5. Public management, unlike public administration, is focused entirely on what concept?

- a. Emphasizing a broader range of civic, electoral, and social concerns
- b. Organizing for internal control and direction
- c. Focusing on problems and decreasing confidence gaps
- d. Decreasing distrust of the political process

ANSWER: b

6. Which of the following organizations falls under the Executive Office of the President?

- a. Federal Communications Commission (FCC)
- b. General Services Administration (GSA)
- c. Office of Management and Budget (OMB)

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- d. Tennessee Valley Authority (TVA)

ANSWER:

c

7. What is the most common organizational foundation within government agencies?

- a. function
- b. geographic area
- c. clientele
- d. work process

ANSWER:

a

8. Which of the following is not a difference between Independent Regulatory entities, relative to other government bodies?

- a. Focus on duties in a detached and objective manner
- b. Independence from institutional and political forces
- c. Singular leadership
- d. Oversight of the economic sector

ANSWER:

c

9. Which of the following is an example of an Independent Regulatory entity?

- a. Department of Agriculture
- b. Federal Reserve Board
- c. Amtrak
- d. Office of Personnel Management

ANSWER:

b

10. What actor in government has particularly used organizational structure to maximize political outcomes?

- a. Cabinet secretaries
- b. The President
- c. The Speaker of the House
- d. Senate Committee Chairs

ANSWER:

b

11. Which of the following is not a way organizational form can signify governmental priorities?

- a. Demonstrating commitment to issues.
- b. Promoting some issues over others
- c. Creating new substructures within agencies
- d. Providing greater access to influence for some interests over others

ANSWER:

c

12. Which of the following piece of American democracy provides a particularly large challenge to bureaucracy, relative to administrative systems in parliamentary systems?

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- a. popular sovereignty
- b. checks and balances
- c. independent judiciary
- d. separation of powers

ANSWER: b

13. Which of the following best describes components the making of policy in the United States?

- a. centralized mechanisms of production
- b. lack of power vacuums
- c. difficulty enacting policy in specific areas
- d. little discretionary power for bureaucrats

ANSWER: c

14. The concept of bureaucratic neutrality by definition refers to

- a. the rule that members of a bureaucracy are not allowed to have held a previous position in another branch of government
- b. the idea that a bureaucracy should act to implement and serve government directives, but not become a political force in its own right
- c. the idea that bureaucrats should not fraternize with elected officials or private interests.
- d. the rule that if one branch should conflict with another in its directives for the bureaucracy, the judicial branch decides which branch's policy the bureaucracy should implement

ANSWER: b

15. Which of the following is not an assumption of the traditional bureaucratic system?

- a. bureaucratic neutrality
- b. legislative intent
- c. competency
- d. bureaucratic policy making

ANSWER: d

16. Which of the following has not been cited as a reason for growth of the bureaucracy since the 19th century?

- a. Increased technological focus in the bureaucracy
- b. Growth of a diversified and representative bureaucracy that fit many diverse interests.
- c. The appearance of crises like World War II and 9/11 and bureaucracy's response
- d. A movement away from regulating business and the economy

ANSWER: d

17. The following national government executive departments all reflect the phenomenon of "clientelism" except

- a. State.
- b. Commerce.

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- c. Labor.
- d. Agriculture.

ANSWER:

a

18. What area of government administration has faced particular technological changes and challenges due to the COVID-19 pandemic?

- a. agriculture
- b. commerce
- c. education
- d. transportation

ANSWER:

c

19. Which of the following is a decentralized database that is distributed across several computers where transactions are shared among users on a network?

- a. blockchain
- b. distributed ledger technology (DLT)
- c. cloud computing
- d. Internet of Things (IoT)

ANSWER:

b

20. Technology, and in particular recent developments in computing and access, have helped reinforce what core value of public bureaucracy?

- a. standardization
- b. specialization
- c. neutrality
- d. oversight

ANSWER:

b

21. The knowledge revolution has generally led to what developments in the public bureaucracy?

- a. The public bureaucracy is generally less centralized on decision-making
- b. The public bureaucracy is generally less centralized on decision-making
- c. The public bureaucracy is more centralized within the military bureaucracy but not in other areas.
- d. Agencies run out of the office of the President are generally more centralized, but others are less centralized.

ANSWER:

a

22. Which of the following is a characteristic of private administration and management, versus public administration?

- a. diffuse accountability
- b. narrowly-focused concerns
- c. constant press scrutiny

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- d. little need to provide high-quality service

ANSWER:

b

23. The academic discipline of public administration has been characterized by all the following *except*

- a. the politics-administration dichotomy
- b. the principles approach
- c. empirical methods of research
- d. macro economics

ANSWER:

d

24. The academic who criticized the “principles” approach to public administration was

- a. Frank Goodnow
- b. Herbert Simon
- c. P. W. Willoughby
- d. Alan Altshuler

ANSWER:

b

25. About 90% of government administrators fall into what category of employment?

- a. unionized employees
- b. political employees
- c. merit employees
- d. specialists

ANSWER:

c

26. While there are over 90,000 governments in the United States, most fall under what categorization?

- a. state
- b. local
- c. national
- d. regional

ANSWER:

b

27. Which of the traditional conceptions of bureaucracy is most likely to lead to tension between other parts of the government structure?

- a. bureaucratic neutrality
- b. legislative intent
- c. legislative oversight
- d. competence

ANSWER:

c

28. What expectations related to bureaucratic growth would we expect from the COVID-19 pandemic?

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- a. Bureaucracy will grow because crises usually lead to increased focus on management of responses to events.
- b. Bureaucracy will grow because of the regulation of the pharmaceutical industry and other health industries.
- c. Bureaucracy will shrink because of decreased spending on social services.
- d. Bureaucracy will shrink in some areas, but grow in others to deal with issues.

ANSWER:

a

29. Bureaucrats are often thought to be “scapegoats” for societal problems.

- a. True
- b. False

ANSWER:

True

30. The size of the federal government significantly decreased during the administration of George W. Bush (2001–2009).

- a. True
- b. False

ANSWER:

False

31. Electronic government was originally designed to make citizens more dependent on bureaucratic agencies.

- a. True
- b. False

ANSWER:

False

32. Public employees can be categorized as either “generalists” or “specialists” and also as either “political” or “merit” employees.

- a. True
- b. False

ANSWER:

True

33. The study of public administration is limited to government employees.

- a. True
- b. False

ANSWER:

False

34. Public management has virtually nothing in common with private management.

- a. True
- b. False

ANSWER:

False

35. Independent regulatory bodies oversee and regulate activities within the private economic sector.

- a. True
- b. False

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ANSWER: True

36. The nature of organizational structure has little connection or overtones related to politics.

- a. True
- b. False

ANSWER: False

37. Amtrak is an example of a government corporation.

- a. True
- b. False

ANSWER: True

38. Public administration processes lend themselves well to behavioral quantitative research that became a focus of political science in the 1950s and 1960s.

- a. True
- b. False

ANSWER: False

39. Legislative intent refers to bureaucracy following through on Congress' desires for policy implementation.

- a. True
- b. False

ANSWER: True

40. The reverse pyramid positions managers in a support role, helping frontline workers deal directly with those who need the services in question.

- a. True
- b. False

ANSWER: True

41. Due to the fragmented nature of the policy making process in the United States, senior appointed officials have a hard time commanding the civilian bureaucracy to act.

- a. True
- b. False

ANSWER: True

42. The bureaucracy, unlike businesses and private citizens, have not generally engaged in usage of Geographic Information Systems (GIS) as part of their larger work.

- a. True
- b. False

ANSWER: False

43. Charles Goodsell maintains that America's public bureaucracies perform quite well in comparison with bureaucracies elsewhere, whether measured by objective standards or in terms of overall citizen satisfaction.

- a. True

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b. False

ANSWER: True

44. Standardization of administrative processes helps eliminate duplicate systems while allowing service providers to concentrate on citizen needs.

a. True
b. False

ANSWER: True

45. President George H. W. Bush's creation of the Department of Veterans Affairs in 1989 is an example of a President bringing politics into organizational structures.

a. True
b. False

ANSWER: True

46. Public managers generally only make decisions that are politically acceptable to policy makers.

a. True
b. False

ANSWER: False

47. Independent regulatory boards and commissions are the only government entities having regulatory responsibilities.

a. True
b. False

ANSWER: False

48. In general, bureaucracy is more responsive to leaders in a parliamentary democracy than in a democracy like that in the United States.

a. True
b. False

ANSWER: True

49. The notion of bureaucratic neutrality means that when the presidency and Congress are in conflict on what to do, the bureaucracy sides with the Supreme Court.

a. True
b. False

ANSWER: False

50. Clientelism is a central part of reason bureaucracy has grown since the 19th century.

a. True
b. False

ANSWER: True

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51. One of the more important challenges public administrations currently face is adopting new technologies and adapting current delivery systems to demographic changes.

- a. True
- b. False

ANSWER: True

52. Private management primarily focuses on operating programs or providing services on a collective basis.

- a. True
- b. False

ANSWER: False

53. Why does the general public dislike bureaucracy and public administration? How have trends in other parts of government contributed to this distaste for administration?

ANSWER: student answers may vary

54. Compare and contrast two of the five major types of agencies. Why are their separate designs important, and what are the ramifications for individuals whose needs fall under these bodies?

ANSWER: student answers may vary

55. How does organizational structure become politically significant? Give an example and show how politics enters the organizational sphere.

ANSWER: student answers may vary

56. How does the policy making process in the United States impact public administration? How would public administration differ if the United States were a parliamentary republic?

ANSWER: student answers may vary

57. Why has bureaucracy grown significantly since the 19th century in the United States? What factor has been the single most important factor for growth, and why?

ANSWER: student answers may vary

58. How has technology reshaped the bureaucracy over the last 20 years? How has public administration responded to technological change and what barriers still exist?

ANSWER: student answers may vary

59. What are the main similarities and differences between public and private administration? In particular, what are the differences public and private managers face, and how does this affect their outputs?

ANSWER: student answers may vary

60. How has the study of American public administration changed and moved over the last 150 years? How did scholars and others reshape their thinking, and where are we today, broadly, in the study of public administration?

ANSWER: student answers may vary

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