

Multiple-Choice Questions

1. Which of the following statements about civil society is FALSE?
 - a. By the end of the 1990s, the concept of civil society had become popular with conservatives and liberals.
 - b. Civil society represents the part of society that exists outside the formal institutions of the government, commercial markets, and the legal system.
 - c. Civil society has an influence on the moral character of the nation.
 - d. All of the above statements are false.
 - e. None of the above statements are false.
2. The term that refers to the trust and relationships that people bring to the community and that keeps the community together is known as
 - a. civic engagement.
 - b. social capital.
 - c. community strength.
 - d. civil society.
 - e. voluntary associations.
3. Who maintained that voluntary associations known as factions were adverse to the rights of other citizens and the aggregate interests of the community?
 - a. Alexis de Tocqueville
 - b. Alexander Hamilton
 - c. James Madison
 - d. Paul Light
 - e. None of the above.
4. Which of the following is TRUE about interest groups?
 - a. Interest groups can help agencies resist budget cuts and other adverse actions planned by the legislature.
 - b. The growth of administrative power has led to decreased interactions between interest groups and public administrators.
 - c. Departments like Agriculture, Veterans Affairs, and Commerce are sometimes referred to as special interests because they focus on a narrow segment of society.
 - d. The influence of interest groups on government departments is a recent subject of scholarly study.
 - e. None of the above is true about interest groups.

5. The situation where agencies, interest groups, and congressional committees or subcommittees share a similar viewpoint and support the others on matters of mutual concern is called
 - a. an issue network.
 - b. a policy community.
 - c. social capital.
 - d. an iron triangle.
 - e. conformity-enhancing effects.
6. Bowling alone refers to
 - a. the decline of civil society in America.
 - b. the trend of declining membership in organizations.
 - c. the plummeting membership in bowling leagues in America.
 - d. All of the above.
 - e. None of the above.
7. Which of the following is NOT a possible reason for the decline of civil society?
 - a. movement of women into the paid labor force
 - b. busyness and time pressure
 - c. increasing influence of special interest groups
 - d. periods of economic trouble
 - e. breakdown of marriage and family ties
8. A competent community is one in which the diverse parts of the community
 - a. come together to identify community problems and needs.
 - b. reach consensus over important goals and priorities.
 - c. decide on actions to reach its goals.
 - d. All of the above.
 - e. None of the above.
9. Neighborhood watch programs giving local residents a greater sense of control over their personal security and lessening the need for police patrols is an example of
 - a. co-production.
 - b. exclusionary effects.
 - c. factions.
 - d. issue networks.
 - e. iron triangles.

10. Which of the following is a trend among recent public administration graduates?
- a. Increasingly, government service is the chief occupational choice of public administration students.
 - b. Among recent graduates there is a continued deep commitment to making a difference in the world.
 - c. Public service is becoming less diverse in terms of race and gender.
 - d. All of the above.
 - e. None of the above.

True/False Questions

- 1. Politicians commonly use criticism of government and bureaucrats to score points with voters to win elections.
- 2. A non-profit organization whose main purpose is to provide a service to the public as opposed to making a profit is called a 501 (c) 3.
- 3. Due to the increase of capacity in civil society, the scale and importance of public administration in our society has decreased slightly in recent years.
- 4. Many, but not all, graduates of public administration programs work for government agencies.
- 5. Public administration is limited to the study of the executive branch of government.
- 6. Public administration students obtain the benefits of a diversified education through the application of an interdisciplinary approach to the study of administration.
- 7. The politics-administration dichotomy remains an accurate and practical theory of administration.
- 8. Fairness and equity are often more important values than efficiency in the public sector.
- 9. The political system tends to decentralize and diffuse political authority to prevent the concentration of power by a single group or institution in society.
- 10. The path of accountability in government is more clear and direct than in business due to the electoral process.

Matching Exercise

Match the concepts in the left-hand column to their counterparts in the right-hand column.

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| 1. Alexis de Tocqueville | a. Any decision making done on behalf or affecting the public, especially that which is done by government. |
| 2. Administrative discretion | b. The federal government's management of the economy by the manipulation of the money supply, interest rates, and credit. |
| 3. Accountability | c. The belief that government and administration should be separated from politics and policy making. |
| 4. Politics-administration dichotomy | d. The managerial and political processes that occur in the executive, legislative, and judicial branches for the purposes of creating, implementing, and assessing public policy. |
| 5. Public Administration | e. Using the budget to manage the economy. |
| 6. Public Policy | f. Responsibility to a higher authority for one's actions. |
| 7. Fiscal Policy | g. An administrator's freedom to act or decide on his or her own. |
| 8. Civil society | h. Famous French author who wrote on Americans' propensity to form voluntary associations that provided community services in the early nineteenth century. |
| 9. Non-profit organization | i. An organization whose main purpose is to provide a service to the public as opposed to making a profit. |
| 10. Monetary policy | j. The domain of social life independent of government and private markets, consisting of voluntary and civic associations, necessary for the proper functioning of society. |

Class Exercise

Divide the class into two groups and ask each group to select a recorder. Team one is assigned the task of identifying as many examples of effective, reliable, and valuable public service as they can in the allotted time period of ten minutes. Team two is assigned the task of identifying as many examples of ineffective and wasteful government bureaucracy as they can in the same time period. After ten minutes of small group discussion, ask each recorder to provide their examples to the class.

It is likely that the two groups will identify aspects of the same organization as effective, reliable, and ineffective and wasteful. The discussion should identify some of the reasons why the perceptions of public service vary in the minds of American citizens.

Instructor's Guide

Some examples of reliable and effective public service might include:

- Social security checks and government payroll disbursements are reliably issued.
- When someone calls 911, emergency services are dispatched.
- The military responds to orders from the president.
- Trash is collected on a regular schedule.
- Schools start on time.
- Public transportation is clean and reliable.

Some examples of ineffective and wasteful government bureaucracy might include:

- Long lines and surly clerks at the Department of Motor Vehicles.
- Shoddy construction and cost overruns with government projects such as seen in Boston's "Big Dig."
- Wasteful government spending as targeted by Senator Proxmire's famous Golden Fleece award. One contemporary example might be Alaska's \$315 million bridge to nowhere.
- Excessive use of force or misconduct by law enforcement officials.
- Failing schools where students do not achieve minimal scores on standardized tests.

Discussion Issues

1. The discussion following the preceding class exercise should raise the issue of complexity of public opinions about government service. Our expectations for government are high which places a heavy burden on public administrators. Perhaps this makes the faith and confidence of the American people one of the more important metrics for public administration. [See Figure 1.1, p. 2.] Discuss what public administrators can do to improve the perceptions of government.
2. Discuss the meaning of the term "public good." What are appropriate and inappropriate roles of government in a democratic society? Expectations of government have certainly increased from colonial times when operation of the

- postal service and a weak central government were the norm. The appropriate size and scope of government is an enduring source of political tension, yet government has inevitably expanded over time. [See pp. 5 and 6.]
3. The politics-administration dichotomy is an important concept in public administration. While it was initially perceived as a way to make government more rational and businesslike, and to maintain the supremacy of elected officials over powerful bureaucrat-experts, the line between politics and administration was clear only in theory. Discuss why it is so hard to maintain separation between politics and administration. As a starting point you might consider the public administrator who serves as part of the executive branch of government, yet is called to testify before committees of the legislative branch. Is expert advice ever completely apolitical? [See p. 11.]
 4. Discuss the similarities and differences between public administration and business management. Consider making two columns on the white board: one for similarities and one for differences. The instructor should record comments from the class in the appropriate category and facilitate a discussion. This is a good opportunity to discuss the applicability of business cases and literature to the field of public administration. There is obviously a great deal that can be learned from the field of business management, but it is often unwise to apply private sector solutions to public organizations without considering contextual differences that might make them inappropriate without modification. [See pp. 11–15.]
 5. If public administrators are not elected and are assumed to have career status, how do we ensure that they remain responsive to the people? Discuss the relationship between elected and politically appointed officials with career civil servants. Consider the role of professional ethics and codes of responsibility and education as mechanisms for the promotion of responsible public service.

Writing Exercises

Pick one of the following key words or phrases of your choice and write a short essay (3–5 pages) linking the concept to an incident in your workplace, daily life, or to a media event with which you are familiar.

GOVERNMENT REINVENTION

COMPETING VALUES

BUREAUCRATIC POWER

ACCOUNTABILITY

ADMINISTRATIVE DISCRETION

STREET-LEVEL BUREAUCRAT

CIVIL-SOCIETY

WOODROW WILSON AND “THE STUDY OF ADMINISTRATION”

Individual Exercise

Case Study: A Business “Whiz Kid” in the Government

The case study on pages 22–23 provides an example of a bright, powerful, and strong manager with exceptional credentials in academia and business who became one of the most controversial governmental officials in contemporary history. This case provides an opportunity to reflect on some of the important differences between the private and public sectors. The award-winning documentary film by Errol Morris entitled “The Fog of War” (Sony Classics, 2004) provides additional insights about Robert S. McNamara. [See <http://www.sonyclassics.com/fogofwar/>.] The case study questions on page 23 raise a number of important issues. The astute student might well make a connection between the case of Robert S. McNamara and the case of Donald Rumsfeld who resigned as Secretary of Defense in 2006 after six years in office.

1. Based on the case, in which of the three broad functions of government did McNamara encounter his greatest challenges as Secretary of Defense?
2. McNamara was responsible for some important innovations in the management of the Department of Defense. Indeed, some of the programmatic changes he helped put in place are still standard operating procedures in the department (e.g., programming, planning, and budgeting systems). However, the case suggests that his concern with maximizing efficiency might not have been universally shared by his colleagues and subordinates. What other values might compete with efficiency in the minds of the Defense Department employees?
3. McNamara wanted to centralize authority in the Defense Department, similar to the successful approach he had taken at Ford. However, he met with tremendous resistance from high-level military officers. Why do you think the opposition to his management reforms was so intense?

Web-Based Discussion and Writing Assignment:

Using Blackboard, Web-CT, or another Web-based tool used by your institution, use Robert Putnam’s concept of bowling alone for discussion on the state of civil society and the role that public administrators play in fostering connection. Putnam observes an increasing disconnection in the fabric of American society. As a group or in pairs, post your answers to the following questions:

Why should government worry about the health of the civil sector?
What can public administration do to contribute to civil society?

For some ideas instructors can peruse the “150 things you can do to build social capital” on the www.bettertogether.org Website, an initiative of the Saguaro Seminar on Civic Engagement in America at Harvard University’s Kennedy School of Government. [See www.bettertogether.org and <http://www.bettertogether.org/150ways.htm>.]