

POLITICAL SCIENCE 205
Public Administration

Directions: You are to do each Roman Numeral Section.

In each section you have a choice between two questions except for Section V where you have only one question. Each section has its point totals indicating the importance of the Section. Obviously, the sections with higher point totals are considered most important. Allot your time accordingly. You have seventy minutes to do the work. In your answers use the same number as the exam question to identify your answer. There are 450 points possible.

SECTION I Do one of two. 100 Points

- 1) The traditional bureaucratic structure in the United States has been termed the "formal" or "orthodox" type. Within this orthodox type we have basically the so-called "integrationist" structure designed for neat grouping around the executive, and the "de-centralized" orthodox type. One or the other of them is used in most jurisdictions throughout the United States and at all different levels of government. (a) Please describe as thoroughly as you are able the "orthodox" (or conventional) "integrationist" form of organization.

There is a school of thought in public administration which says that this "formal" organizational structure as it might appear on an organization chart really exhibits only the legal or formal structure but neglects to reveal as much about the reality of how the organization actually operates. (b) Would you explain, please, what this "countervailing" theory is that challenges the adequacy of the orthodox form? (c) In what respects is each of these forms (that is, orthodox and the so-called sociological one) useful??

- 2) As the nation's bureaucracy grew historically, attempts were made and suggestions offered on how to make governmental activities more effect and efficient. The steps and proposed steps varied from the grandiose to the pedestrian. If you were asked to outline what you considered to be some constructive steps in reducing the diseconomies (waste) in operating government, what proposals would you include in your response--ranging from governmental structural reform to good managerial practices?

SECTION II Do one of two. 100 points

- 3) We spent at least two class periods discussing the differences that an executive taking a job in the public sector might run up against in trying to carry out his new assignment. Please select what you believe to be some of the problems he might have to face in the public as contrasted with private administration.

- 4) In our textbook, Fried attempts to suggest that measuring the effectiveness of bureaucratic action is quite difficult for a variety of reasons. I lectured at some length on this subject myself. Why is it that we seem to find it more difficult to measure effectiveness of governmental activities than for private business?

SECTION III Do one of two

50 points

- 5) Public administration in a democracy is different from private administration in some major respects. Just what makes the difference between public and private administration.
- 6) Some critics of Max Weber's "bureaucratic" model contend that it is not the best description of the way public administration is organized and operated in the United States. Explain where the variation occurs.

SECTION IV Do one of two

50 points

- 7) We have learned that like a biological organism it is necessary for social institutions including government agencies to adapt to their environment. The cost of not doing so is frequently very heavy. What factors change in the environment that raise a need for adaptation and what is there about any particular agency that might impede or prevent adaptation? You may illustrate this with your own example or cite any case or report that may help describe this phenomenon.
- 8) We have used the term "fragmented" administrative system; "fragmented" political system. What do you understand by this term when used with reference to (a) Congress; (b) political parties; (c) public administrative structure; (d) government in its totality in the United States?

SECTION V

100 points

- 9) In his textbook, Fried opts for an analytic approach to the study of administration and tries to measure bureaucratic performance against three criteria. What ethics, tenets, or guidelines does he set up to judge how bureaucracy is performing and what does he mean by each criterion?

SECTION VI Do one of two.

50 points

- 10) In class we have made a number of allusions to the negative aspects of government bureaucracy such as growth and waste. Anthony Downs in his book Inside Bureaucracy suggests that society is probably becoming more bureaucratic and he gives his reasons for it.

In responding to the question of whether the expansion is excessive and wasteful he says probably it might be wasteful because certain controls that might detect and eliminate waste in a business organization do not apply too well to government.

However, he does make reference to a "political" mechanism which subjects bureaus to a test and that gives a rough indication about which agencies continue to be acceptable and therefore probably not considered excessively wasteful. He also suggests that "bureaucracy" is a mixed bag and it is difficult to simply describe it as "excessive". Would you please describe what Downes has to say with regard to these matters?

- 11) Stephan A. Bailey, a theorist and practitioner in public administration, quotes Paul Appleby to the effect that governmental systems through hierarchy and politics impose some morality on individuals. But then, Bailey, speaking for himself, also adds that personal mental and moral qualities in individuals affect the moral tone of government. (a) What does Appleby mean? (b) What qualities does Bailey think characterize good public servants?

FINIS

H.B. Please return exam questions with your exam sheet.

/pw