

Doctoral Examination
Public Administration and Management
Fall 2013

PART I. Please answer one of the following two questions:

Question 1:

The constitutional constraints on public sector managers create one of the distinctive aspects of human resource management in the public sector in the United States and some other nations. What are the constitutional constraints in the U.S., and from what constitutional provisions or principles do they come (for example, due process of law)? How do they influence the roles of managers in government, and how do they influence human resource management? Do these influences create differences between personnel management in government, as compared to personnel management in the private sector? Describe evidence of the effects of the constitutional constraints on governmental personnel management, and on the differences between government and business in personnel management. For example, is there evidence of differences between public and private sector managers in their perceptions of personnel constraints? Cite appropriate sources and authors in the literature in developing your response.

Question 2:

The topic of “public management” has come more and more into use in recent decades, as reflected in such developments as the National Public Management Research Conferences (PMRC) and the formation of the Public Management Research Association. Citing authors, books, and/or articles in the literature, discuss whether you consider it to be distinctive from more general public administration, and how it is distinctive. As this question implies, you can take the position that there is not any important distinction. Whether or not you see a distinction, at the PMRC and in the research journals we are seeing more articles about topics in organization theory and behavior, and general management, in the public sector. These include such topics as public service motivation, work satisfaction and other work-related attitudes, leadership, organizational change, and various other topics. Choose a research topic that has been developing in the public management domain and describe its development. What is the main concept or variable, how have researchers analyzed it, and what have been the important findings?

PART II. Please answer one of the following two questions:

Question 3:

Write a scholarly essay on the development of Public Administration (PA) as an academic discipline. For example, how well developed is PA as a social science? Should PA have a paradigm? Does PA have a paradigm, and if so, what is it? Identify five theories in the PA field (or bodies of work that can be considered theoretical). Choose one of these theories or bodies of work, and answer the following questions:

- a. What are some recent developments/extensions to this theory?

- b. What are some gaps in the research on this theory?
- c. Review some of the most recent work using this theory. Is the evidence presented compelling?
- d. Describe a research design for extending this theory?

Question 4:

Discuss the way knowledge develops in a field such as public administration (PA). What forms of research and knowledge development do scholars and other experts use? What are the strengths and weaknesses of the forms of research of knowledge development that you describe? What are inductive and deductive reasoning in PA research? Describe these two modes of research and reasoning and how they are used, and the logic of their use.

PART III. Please answer one of the following two questions:

Question 5:

Government organizations or “bureaucracies” for the most part do not sell goods and services on economic markets, and are not subject to the incentives and influences of markets. Government agencies therefore have to be controlled, governed, and held accountable by institutions, actors and processes in the political system of a nation. In the U.S. and other nations, this situation has led to an elaborate discussion of these structures and processes for governing and controlling the “bureaucracy.” This discussion involves research, theory, and other discourse on how to control the bureaucracy, how much autonomy from controls “bureaucrats” have and why they have it, and how much they should have. Write a scholarly essay on this topic. How are government organizations, and the people working in them, controlled and held accountable? What are the strengths and weaknesses, or pros and cons, of the various provisions for control? Include discussion of government budgets as a form of control and accountability. What determines the amount of autonomy from controls that “bureaucrats” have, and the pros and cons of more or less autonomy.

Question 6:

You are invited to deliver a lecture to an audience of experts and academics from fields other than public administration, describing the field of public administration. The audience consists of highly educated professionals who with general familiarity with scientific research, social scientific research, of other forms of scholarship, such as literary criticism and historical research. Plan a lecture that will explain the major topics and subtopics in PA. Explain why each topic is important in the field, and explain some of the major issues, controversies, research questions, and practical applications, if any, that the topics involve. Give succinct examples of leading scholars who have been important contributors to the development of the topics.