

Doctoral Examination
Public Administration and Management
Fall 2010

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

Question 1:

The logic of scientific inquiry rests on both inductive and deductive reasoning. Develop an essay in which you define these approaches to inquiry and explain how they are used to make inferences or draw conclusions based on evidence. Next, discuss how inductive and deductive reasoning are used in the practice of social research and note the relationship between them. From the published literature on public administration and/or public policy provide an example of the use of inductive reasoning and discuss briefly the contribution made by that work. Provide also an example of research from public administration and/or public policy which rests on deductive reasoning. Explain the logic underlying that work and its contribution. Based on your understanding of our field, which approach to logical reasoning is most often utilized? Why is that the case? Alternatively, if you think scholars rely on both equally, why do you think that is true?

Question 2:

One of the most important books published in the past century on the operation of science is Thomas S. Kuhn's *The Structure of Scientific Revolutions* which first appeared in 1962. Kuhn argued that, rather than progressing through a linear and cumulative process, fields and subfields of science are typically dominated by widely accepted or dominant paradigms that define essential questions until anomalous research evidence leads to a scientific revolution and the emergence of new paradigms. Consider public administration as a field of social science. Where do you believe the field stands in terms of Kuhn's thesis? Is there a dominant paradigm for the field as a whole? If so, what is it? If there is no dominant paradigm, why is that the case? Do you think there are multiple paradigms within smaller communities of scholars working in subfields of public administration? If so, please identify two of those paradigms and the views dominant within them. What is your general impression of public administration as social science?

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

Question 3:

You are the most recent hire in the Department of Public Administration at a large, research intensive university, which offers the MPA and PhD degrees in public administration. As a freshly hooded PhD, you have been asked to teach a master's level course that exposes students to the intellectual heritage and the democratic context of American public administration, including its various tensions and ethical challenges. After speaking with your senior colleagues, there seems to be some consensus that developing a "course pack" of readings is the best approach to teach this course.

Develop a course syllabus that exposes students to the intellectual heritage of the field and the democratic context of American public administration. Then list and briefly describe the major components or sections of the course. Finally, identify the various scholars, list their

publications, and briefly note the relevance of each publication under the various sections of the course.

Question 4:

Madison in Federalist Paper #51 noted, "In framing a government which is to be administered by men over men, the great difficulty lies in this: you must enable the government to control the governed; and in the next place oblige it to control itself." Using this quote as a backdrop, trace the history and evolution of the different approaches to ensure administrative responsibility and bureaucratic accountability by highlighting key events, listing and describing the various scholars and noting their contributions. What contemporary challenges are present from more recent developments? What are the implications of these recent developments for professional practice and future research?

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

Question 5:

The topics of change (including reform) and performance (including effectiveness, efficiency, productivity, equity and other related topics) come up again and again in scholarship and practice in public administration and public policy. Choose one of these two topics and discuss and analyze it in a scholarly essay. Include discussion of what you consider the most important concepts, theories, issues, and ideas in this literature and in practice related to it. Cite the authors you consider most important. Include examples of developments in government, public policy, and/or public organizations that reflect applications of the topic. These might include, among many possible examples, the National Performance Review, the Government Performance and Results Act, the Program Assessment and Rating Tool, the Hoover and Brownlow Commissions, budgeting and personnel reforms, and many others. (You are not required to cover the developments just listed). You can choose to concentrate primarily on change, reform, or performance in a particular topic area, such as change and reform, or performance issues, in budgeting or in public personnel administration, or on the organizational change literature or the organizational effectiveness literature. Combine the topics of change/reform and performance if you choose to do so.

Question 6:

A major program in public administration and public policy in the United States now relies on the business school at their major, research-oriented university, for all courses in organizations and general administration and management for their MPAP (Masters of Public Administration and Policy) program. Analyze and discuss such a curricular decision, independently of any specific information about the program mentioned above. Will business school courses, of the sort offered in MBA programs, adequately serve the needs of students interested in serving in the public and nonprofit sectors? Drawing on relevant research and scholarship, and citing scholars and their work, discuss the advantages of having the business schools deliver the courses and the rationale for such an arrangement. Discuss and analyze the case against such an arrangement, or for important specifications or modifications to it. Describe and assess major ideas, theories, concepts, and research that support the case for courses including specific provisions for students oriented to the public and nonprofit settings.