

Faculty of Social Sciences  
School of Political Studies  
Public Administration

uOttawa



**PRINCIPLES OF PUBLIC ADMINISTRATION**

PAP 2300

Mid-Term Test

Thursday, 18th October, 2012

Time: 8:30 a. m. – 10:20 a. m.

Surname: \_\_\_\_\_ First Name: \_\_\_\_\_

Student #: \_\_\_\_\_

Signature: \_\_\_\_\_

**Instructions:**

Please read the following instructions carefully.

There are two sections, A and B. All questions in sections A and B must be answered. Please answer both sections on the question paper.

Section A: Multiple Choice

Section A has 35 multiple choice questions. Only one answer must be selected. Circle the correct answer with a pencil. This section is worth 70 marks. Each question is worth 2 marks

Section B: Short answers.

This section has 12 questions. Please write your answers in the space provided. Answers must be written in pen or pencil. If the space provided is not sufficient enough for your answer, continue on the back page of the question paper. The section is worth 30 marks. The marks for each question is in indicated in brackets.

Total marks for the test is 100 and is worth 20% of your final mark for the term.

## Section A

1. \_\_\_\_\_ is the ability of one actor to impose its will on another, to get its own way, to do or get what it wants  
(a) Coercion  
(b) Manipulation  
(c) Power  
(d) Influence
2. \_\_\_\_\_ is a political system in which citizens hold power directly rather than through elected or appointed representatives  
(a) Direct participation  
(b) Direct representation  
(c) Indirect participation  
(d) Indirect representation
3. \_\_\_\_\_ is when electors are asked to vote directly on a new constitution, a constitutional amendment, a piece of legislation, or other policy proposals  
(a) Taxation  
(b) Referendum  
(c) Recall  
(d) Election
4. Which of the following is not a criterion for understanding the differences between public and private administration?  
(a) Program administration  
(b) Mission  
(c) Efficiency  
(d) Emphasis on Accountability
5. \_\_\_\_\_ involves control exercised without threats, typically using resources of information and ideas.  
(a) Manipulation  
(b) Coercion  
(c) Persuasion  
(d) Influence

6. \_\_\_\_\_ is a process when power becomes legitimised

- (a) Persuasion
- (b) Authority
- (c) Influence
- (d) Legitimacy

7. According to Max Weber, all the following are forms of legitimate source of power except

- (a) Political
- (b) Charismatic
- (c) Legal/Rational
- (d) Traditional

8. All the following are considered as characteristics of liberal democracy except

- (a) Minority rule
- (b) Majority rule
- (c) Equality of political rights
- (d) Political participation

9. Which of the following is considered as the father of scientific management theory?

- (a) Luther Gulick
- (b) Herbert Simon
- (c) Gregory Inwood
- (d) Frederick W. Taylor

10. All the following are important factors that shape or influence the Canadian public organisational structure except:

- (a) Capitalist democracy
- (b) A federal system
- (c) Cabinet-parliamentary system
- (d) Meech Lake Accord

11. Which of the following is not an aspect of Maslow's theory of hierarchy of needs?

- (a) Safety
- (b) Physiological
- (c) Love and affection
- (d) Sex and affection

12. \_\_\_\_\_ is defined as a broad-scale approach to changing an organization's entire culture to focus on establishing and maintaining high standards of quality, especially with respect to meeting 'customer' expectation

- (a) New Public Management
- (b) New Public Governance
- (c) Total Quality Management
- (d) Administrative Management

13. Which of the following is not a component of Total Quality Management?

- (a) Working with suppliers to ensure that the supplies utilized in the work process are designed for your use
- (b) Advising on appointments and nominations so that the Prime Minister can appoint the right person
- (c) Continuous employee analysis of work processes to improve their functioning and reduce process variation
- (c) Close communication with customers to identify and understand what they want and how the define quality

14. According to administrative management theory by Luther Gulick, all the following are functions of the manager except

- (a) Managing
- (b) Planning
- (c) Organising
- (d) Staffing

15. Which of the following is not a characteristic of the New Public Management?

- (a) Entrepreneurial dynamic,
- (b) Reinstatement of the competitive market as a potentially more proficient provider of public services than the state,
- (c) Continuous employee analysis of work processes to improve their functioning and reduce process variation
- (u) Proclaimed intention to transform managerial behaviour

16. A public administrator needs to understand all of the following except \_\_\_\_\_

- (a) A good understanding of the values and principles underlying work in the public sector
- (b) Knowledge of how public policy is developed and executed
- (c) Familiarity with a number of administrative techniques peculiar to public organizations
- (d) How senators are selected and which political parties they represent.

17. A \_\_\_\_\_ views an organisation a complex set of dynamically intertwined and interconnected elements, including its inputs, processes, out puts, feedback loops, and the environment in which it operates and with which it continuously interacts

- (a) System Theory
- (b) Motivation Theory
- (c) Theory X
- (d) Scientific Management Theory

18. According to Douglas McGregor, Theory X is characterised by all the following assumptions except

- (a) The average human being has an inherent dislike of work
- (b) Most people must be coerced or threatened with punishment to get them to put forth adequate effort
- (c) The expenditure of physical and mental effort in work is as natural as play for rest
- (d) People prefer to be directed and wish to avoid responsibility

19. Gulick believes that organisational design should follow all these steps except:

- (a) Span of control principle
- (b) Unity of Command principle
- (c) Homogeneity principle
- (d) Monitoring of workers

20. Which of the following is not a major field in organisational studies?

- (a) Bureaucratic theory
- (b) Scientific management theory
- (c) Human relations theory:
- (d) Organisational culture and leadership theory

21. Which of the following is not a form of power?

- (a) Coercion
- (b) Bribery
- (c) Authority
- (d) Persuasion

22. \_\_\_\_\_ is based on the projection and perception of extraordinary personal qualities

- (a) Traditional legitimacy
- (b) Legal/rational legitimacy
- (c) Bureaucratic legitimacy
- (d) Charismatic legitimacy

23. \_\_\_\_\_ takes a micro perspective focusing on the individuals and groups as the basic units of analysis and seeking to understand their behaviours and interrelationships.

- (a) Organization theory
- (b) Management theory
- (c) Organizational behaviour
- (d) Scientific management

24. \_\_\_\_\_ called for increasing output by systematising work processes, dividing work into narrowly defined tasks, determining the "one best way" to perform each task, training workers in the one best way, measuring performance, and offering economic incentives for surpassing daily production quotas.

- (a) Scientific management
- (b) Organization theory
- (c) Management theory
- (d) Bureaucratic management

25. \_\_\_\_\_ is the public or authoritative allocation of the valued

- (a) Economics
- (b) Public administration
- (c) Politics
- (d) Management

26. \_\_\_\_\_ is the authority to override all other authorities in the state including the family.

- (a) State
- (b) Power
- (c) Sovereignty
- (d) Democracy

27. \_\_\_\_\_ is a relatively small organization that provides policy advice and administrative support to the prime minister, cabinet, and cabinet committees.

- (a) The treasury board
- (b) Ministry of finance
- (c) Privy council office
- (d) Prime minister's office

28. Which of the following is not a function of a department?

- (a) Policy management
- (b) Program development
- (c) Policy development
- (d) General liaison and communication

29. These departments tend to be the most politically influential because of the formal authority they possess and also because they afford their occupants the highest number of strategic opportunities to intervene in almost any policy issue if the occupant wishes

- (a) Horizontal administrative coordinative departments
- (b) Horizontal management and coordinative departments
- (c) Horizontal policy coordinative departments
- (d) Vertical constituency departments

30. \_\_\_\_\_ is a statutory body charged with the responsibility to administer, to fix, to establish, to control, or to regulate an economic activity or market by regularized and established means in the public interest and in accordance with government policy

- (a) Regulatory agency
- (b) The treasury board
- (c) The privy council office
- (d) The prime minister's office

31. Which of the following is not considered as an institution or agency of parliament?

- (a) The chief electoral officer
- (b) The information commissioner
- (c) The office of the chief of staff
- (d) The privacy office

32. \_\_\_\_\_ are those institutions which do not provide services to citizens or regulate social, economic, legal or international activity but rather create, administer and enforce rules of public policy and administration

- (a) Regulatory institutions
- (b) Judicial agencies
- (c) Executive agencies
- (d) Parliamentary agencies

33. \_\_\_\_\_ is a system of government in which the constitutional authority to make laws is divided between a national government and regional government

- (a) Nationalism
- (b) Unitarism
- (c) Federalism
- (d) Constitutionalism

34. \_\_\_\_\_ is defined as the institutions, structures, and processes through which power, influence, and authority are exercised, including the decision making processes, that is, who participates and how.

- (a) Public governance
- (b) Political governance
- (c) Public management
- (d) Political management

35. \_\_\_\_\_ denotes the collaborative structure that brings together representatives from public agencies and non-governmental organizations to address problems of common concern that accrue value to the manager/specialists, their participating organizations and their networks

- (a) Administration
- (b) Networks
- (c) Control
- (d) Public and private management

50/70

**Section B:**

1. What is power? (2 mark)

Power is the ability of one actor to make another actor do it's will.

1.5

2. What is a department? (2 Mark)

A department is a group within an organization overseeing a particular task or issue.

1

3. What three important issues should a public administrator understand in order to be able to manage the public sector? (3)

(a) The values and principles underlying work in the public sector  
(b) How public policy is developed and executed

3

(c) Being familiar with administrative techniques peculiar to public organisations

7. What are the major forms of systems theory? (2 marks)

~~ii)  
i)~~

6. Identify the three major sub-fields in organization theory (3 marks)

~~iii)  
ii)  
i)~~

5. What is a complex organization? (2 Marks)

A complex organization is any organization with several different groups working as a whole. For example departments in the government.

1.5

4. Identify three differences between the public and private sectors (3 marks)

i) Public sector is mandated to serve all citizens  
ii) Public sector is funded through taxation of citizens  
iii) Public sector policies are created by government, private can be too

1.5

10. What are the four main functions of a department? (4 marks)

- (a) Policy management
- (b) Program development
- (c) Central liaison and communication
- (d)

3

9. What are the three main assumptions of Theory Y? (3 Marks)

- i) People enjoy having their work praised
- ii) Employees enjoy their mental and physical work duties
- iii) Employees will seek out and accept responsibility

1

8. What is a crown corporation or public enterprise? (2 marks)

Crown corporation is a company which works at arms length of the government. They may receive funding however their day to day functions are controlled themselves. Add they are government owned?

1

**THE END**

65/100

15/30

12. What is the course code for this class? (1 mark)

Pop 2300 ✓

1

11. What are the three basic assumptions of Total Quality Management in the public sector? (3 marks)

- (a) \_\_\_\_\_
- (b) \_\_\_\_\_
- (c) \_\_\_\_\_

0.5