

Public Management Field Examination
July 2022

Part A (Answer one of two)

1. The role of administrator values in the management of public programs has been a source of debate and disagreement since the very earliest days of our field. Whether thinking about political, identity based, public service, or others, scholars have long sought to understand *how* values influence administrative decisions, as well as the degree to which they *should* do so. Describe the normative and empirical literatures related to the role of at least two types of administrator values that influence the operation of public organizations and/or the performance of public programs. Compare and contrast the ways in which these literatures have embraced, conceptualized, tested for, and assessed the role of different values in public administration.
2. Public management scholars often draw from a variety of academic disciplines and fields in their research. What characteristics, if any, make the study of public management distinct? Do these characteristics allow public management scholars to develop theories unique to public agencies, or do they mean that public management largely applies ideas from other fields to the context of public agencies? Identify what you view as two subjects on the forefront of public management research and discuss how public management's relationship to other academic disciplines detracts from or enhances our understanding of governmental bureaucracy, from a theoretical and practical standpoint.

Part B (Answer one of three)

1. In what ways do we better understand the functioning of the public sector by considering representation? How, specifically, is theory advanced by taking into account the different lived experiences of bureaucrats and the various groups with whom they interact? In your answer, identify specific studies that represent theoretical advances, explain the limitations of those studies, and summarize why, despite those limitations, they should matter to the field and the general public.
2. Worldwide subnational governments have become responsible for implementing many policies enacted at the national or federal level. In response, subnational governments have resorted to several governance arrangements with the goals of improving efficiency and effectiveness in service delivery. Please discuss some of the governance arrangements available to subnational governments, as well as the empirical literature that assesses their implementation. Make sure to address their pros and cons along with conditions under which they may be more suitable or effective.
3. Public agencies throughout the world are developing goals and measuring and reporting performance to a variety of stakeholders. Discussion by public management scholars considers what aspects of performance to measure, how to develop useful and accurate indicators of performance, and how to foster performance information use by stakeholders. Describe what contemporary empirical research has determined about how citizens,

managers, and policymakers think about and interact with performance information. From these findings, what are perhaps the biggest strengths and weaknesses of performance management systems? Finally, describe what questions scholars working in this area need to tackle in order to advance theoretical knowledge and provide useful information to practitioners.

Part C (Answer the following question)

1. A central part of doctoral training is to prepare you to conduct original research and develop your own research agenda. Engaging scholarship from your courses, propose a research design that can contribute new insight to the field of public management. You may select the area of interest (e.g., networking and collaboration, performance management, representative bureaucracy, political control of the bureaucracy, organizational behavior, personnel management, administrative reform, or any other topic in which you are well versed). Be sure to include in your answer a review of the pertinent literature, a theoretical discussion that has the potential to push our understanding of public management forward, testable hypotheses derived from theory and research, a basic causal map or path diagram describing how the main variables in your analysis are related (including any mediating and moderating variables), and a study design that considers potential data sources, measures, and methods that could be used to test your proposed hypotheses.