

MULTIPLE CHOICE QUESTIONS

Circle the letter of the response that best answers the question or completes the statement.

1. American bureaucracy is complex because
 - a. federalism encourages the abuse of power.
 - b. it is heavily dependent on career employees.
 - c. the Constitution determines its structure and function.
 - d. authority is divided among several managing institutions.
 - e. civil servants are immune from firing.
2. In contrast to the United States, public enterprises in France account for what percentage of all employment?
 - a. 1 percent
 - b. 3 percent
 - c. 6 percent
 - d. 12 percent
 - e. 20 percent
3. Government by proxy results when _____ are hired by federal bureaucrats to do work.
 - a. local governments
 - b. state governments
 - c. business firms
 - d. nonprofit organizations
 - e. all of the above
4. Government by proxy is evident in the administration of
 - a. Social Security.
 - b. Medicare.
 - c. environmental policy.
 - d. the collection of income taxes.
 - e. all of the above.
5. The political ideology of a presidential appointee is important because she or he
 - a. must often work with radical groups.
 - b. affects how the laws are interpreted.
 - c. is usually bound by specific directives.
 - d. is aligned with congressional ideology.
 - e. typically has strong party ties.

6. The basis of appointments to the bureaucracy during most of the nineteenth century and the early part of the twentieth century was
 - a. financial.
 - b. patronage.
 - c. nepotism.
 - d. technical expertise.
 - e. support for the president's policies.
7. The dramatic increase in the number of federal employees from 1816 to 1861 was the direct result of
 - a. the need for Secret Service agents in the White House.
 - b. expansion in the size of congressional staff.
 - c. an increase in the demands on government, especially the Post Office.
 - d. the Hatch Act.
 - e. President Grant's concern over the Whiskey Ring scandal.
8. When first established, the Departments of Agriculture, Labor, and Commerce had one thing in common:
 - a. their secretaries were not appointees.
 - b. they all sought to regulate their clienteles.
 - c. they were primarily service-oriented.
 - d. they all avoided contacts with the public.
 - e. they jealously guarded states' rights.
9. Which statement best describes how the text of the Constitution addresses the issue of granting regulatory power to bureaucrats?
 - a. It is silent on the matter.
 - b. It prohibits transfer of congressional power.
 - c. It allows transfer of congressional power with presidential approval.
 - d. It allows transfer of congressional power during a declared war.
 - e. It prohibits transfer of congressional power during a declared war.
10. As late as 1935 the Supreme Court held that
 - a. the legislature may not delegate its powers to any administrative agency.
 - b. a regulatory agency was necessary to control interstate commerce.
 - c. regulatory agencies could exercise wide discretion.
 - d. an agency must be staffed by individuals of different parties.
 - e. the creation of new agencies must be approved by Congress.
11. Wars have generally caused the federal bureaucracy to
 - a. become more decentralized.
 - b. shrink in size, but increase in efficiency.
 - c. respond more quickly, but make inefficient decisions.
 - d. increase in size.
 - e. neutralize the power of Congress.
12. The bureaucracy of American government today is largely a product of which two events?
 - a. The Depression and World War II.
 - b. World War I and World War II.
 - c. World War II and the Korean War.
 - d. The Korean War and the Vietnam War.
 - e. The Vietnam War and Watergate.

13. The number of civilians working for the federal government, excluding postal workers, is
 - a. about 2 million.
 - b. about the same as it was in 1960.
 - c. less than it was during World War II.
 - d. is higher than it has ever been.
 - e. A, B and C.
14. In recent years, there has been a sharp increase in the number of employees in the Department of
 - a. Justice.
 - b. Treasury.
 - c. Agriculture.
 - d. Transportation.
 - e. Education.
15. Which of the following is the *most* important consideration in evaluating the power of a bureaucracy?
 - a. The number of employees in it.
 - b. The importance of its functions.
 - c. The extent to which its actions are supported by the public.
 - d. The social status of its leaders.
 - e. The amount of discretionary authority that its officials have.
16. Congress has delegated substantial authority to administrative agencies in what three areas?
 - a. Grants-in-aid, law enforcement, national defense.
 - b. Law enforcement, social services, resource management.
 - c. Grants-in-aid, subsidy payments, enforcement of regulations.
 - d. Grants-in-aid, subsidy payments, law enforcement.
 - e. Social services, law enforcement, national defense.
17. The decentralization of the competitive service system and decrease in the use of examinations was prompted, in part, by
 - a. controversies concerning the scoring of exams.
 - b. controversies concerning arbitrary rankings.
 - c. political pressure by members of Congress to hire influential constituents.
 - d. Supreme Court decisions which declared OPM policies unconstitutional.
 - e. pressure by Civil Rights groups to make the racial composition of the bureaucracy more representative.
18. What percentage of all federal employees is part of the excepted service?
 - a. About 20 percent.
 - b. About 30 percent.
 - c. About 40 percent.
 - d. About 50 percent.
 - e. About 80 percent.
19. A steady transfer of federal jobs from the patronage to the merit system was initiated by the passage of the
 - a. Seventeenth Amendment.
 - b. Eighteenth Amendment.
 - c. Pendleton Act.
 - d. Hatch Act.
 - e. Civil Service Reform Act.

20. The emergence of the merit system was, in part, prompted by
 - a. the Whiskey Ring scandal of the Grant administration.
 - b. the assassination of James Garfield.
 - c. persistent robbery of the federal mails.
 - d. scandals involving relatives of presidents who were in critical positions in government.
 - e. all of the above.
21. If an agency carefully crafts a job description with a specific person in mind and, afterward, provides the name of that person to the OPM, it is a _____ job.
 - a. name-request job
 - b. itemized specialty
 - c. schedule C
 - d. NEA
 - e. SES
22. A 1987 study found that _____ of federal employees who had completed their probationary period were fired for misconduct or poor performance.
 - a. less than 1 percent
 - b. 2 percent
 - c. 5 percent
 - d. 10 percent
 - e. 22 percent
23. Which of the following statements concerning the Senior Executive Service is *incorrect*?
 - a. It was created by the Civil Service Reform Act of 1978.
 - b. It consists of eight thousand top federal managers who, in theory, can be fired more easily than ordinary civil servants.
 - c. It consists of eight thousand top federal managers who, in theory, can be transferred more easily than ordinary civil servants.
 - d. Its members are eligible for substantial cash bonuses if they perform their duties well.
 - e. None of the above.
24. Which of the following is *not* among the procedures for firing or demoting a member of the competitive civil service?
 - a. Written notice of thirty days.
 - b. Statement of reasons for dismissal.
 - c. Right to a hearing.
 - d. Right to an attorney.
 - e. Review by the OPM.
25. Surveys find that career bureaucrats are more likely than other people to
 - a. favor limited government.
 - b. hold liberal views.
 - c. trust government.
 - d. vote for Democrats.
 - e. B, C and D.
26. The powers of obstruction available to aggrieved bureaucrats are
 - a. formidable.
 - b. unimpressive.
 - c. quite limited.
 - d. easily countered.
 - e. largely symbolic and without consequence.

27. Personal attitudes probably have the greatest influence on
 - a. civil servants performing routinized tasks.
 - b. civil servants performing tasks which are closely monitored by others.
 - c. tasks performed by professionals in federal agencies.
 - d. civil servants performing tasks closely defined by laws.
 - e. civil servants performing tasks closely defined by rules.
28. The Federal Trade Commission (FTC) tends to employ
 - a. lawyers.
 - b. doctors.
 - c. engineers.
 - d. economists.
 - e. A and D.
29. The Administrative Procedure Act of 1946 required that
 - a. every part of agency meetings be open to the public.
 - b. government files about individuals be kept confidential.
 - c. environmental impact statements be issued before undertaking major actions.
 - d. agencies give notice before they adopt new rules, hold hearings, and solicit comments.
 - e. citizens be allowed to inspect certain government records.
30. One effect of the constraints on federal agencies is that lower-ranking employees will tend to
 - a. retain sole responsibility for a job.
 - b. perform tasks in a prompt, timely fashion.
 - c. act with greater consistency.
 - d. complain about red tape.
 - e. let their bosses make decisions.
31. All of the following statements concerning the legislative veto are correct *except*
 - a. Congress made frequent use of it for many decades.
 - b. it required an executive decision to lie before Congress for a specified period of time.
 - c. resolutions of disapproval could be passed by either or both houses.
 - d. the Supreme Court ruled such vetoes unconstitutional.
 - e. Congress has not passed a law containing a legislative veto since the Court considered its constitutionality in 1983.
32. Bureaucratic conflict and duplication occur because
 - a. large organizations must ensure one part of the organization does not operate out of step.
 - b. Congress often wants to achieve a number of different, partially inconsistent goals.
 - c. Congress can be unclear as to exactly what it wants an agency to do.
 - d. of the need to satisfy political requirements.
 - e. of the need to satisfy legal requirements.
33. Bureaucratic imperialism occurs because
 - a. large organizations must ensure one part of the organization does not operate out of step.
 - b. Congress often wants to achieve a number of different, partially inconsistent goals.
 - c. Congress can be unclear as to exactly what it wants an agency to do.
 - d. of the need to satisfy political requirements.
 - e. of the need to satisfy legal requirements.

34. The text suggests many of the “horror stories” one hears about high-priced items that are purchased at the government’s expense are
 - a. concocted by critics of the Hatch Act.
 - b. more accurate than public officials would like to admit.
 - c. documented in *Congressional Quarterly*.
 - d. the by-product of bureaucratic imperialism.
 - e. either exaggerated or unusual occurrences.
35. The National Performance Review attempts to reform the bureaucracy by stressing
 - a. efficiency.
 - b. rigidity.
 - c. accountability.
 - d. customer satisfaction.
 - e. consistent policies.

ESSAY QUESTIONS

Practice writing extended answers to the following questions. These test your ability to integrate and express the ideas that you have been studying in this chapter.

1. What are the three aspects of our constitutional system and political traditions that give our bureaucracy a distinctive character?
2. Explain what “government by proxy” means and what are the arguments for and against this method of providing services?
3. Summarize the debate which took place with respect to presidential appointments in the First Congress (1789). What was the outcome of the conflict?
4. Why did federal agencies primarily perform a service role before 1900?
5. Identify the three areas in which Congress has delegated substantial authority to administrative agencies.
6. Generalize about the 3 percent of the excepted service employees who are appointed on grounds other than or in addition to merit.
7. Summarize the process whereby a federal bureaucrat can be fired.
8. Discuss how lawyers and economists who work for the FTC differ in their attitudes, opinions and decision-making.
9. Identify 3-4 effects of the constraints that are placed on agency behavior.
10. Explain why iron triangles are much less common today than they used to be.
11. Identify and explain the five major bureaucratic pathologies and summarize what the author’s provide as an explanation for their existence in our system of government.
12. Discuss the approach to reform of the federal bureaucracy that is employed by the National Performance Review (NPR).