



American University of Beirut
Final Examination

PSPA 278 Control and Accountability in Public Administration
Professor Van Geest
July 2, 1996



Directions: You must answer three of the five questions in part one. You must also answer question #6. Each of the three questions you answer in part one is worth 20% of the final exam grade and Part Two is worth 40% of the final exam grade.

PLEASE CLEARLY INDICATE WHICH QUESTIONS YOU ANSWER

Part One

1. What is management control and what does it involve? Is it more of a science or more of an art? Does management control in public organizations imply that there is no involvement of politicians?
2. Use examples where appropriate in answering the following questions:
 - a) When do ministers usually resign?
 - b) What are the possible forces behind these resignations?
 - c) How effective are ministerial resignations in controlling the bureaucracy?
 - d) Would you recommend modifying the concept of ministerial responsibility or abandoning it in favour of other control mechanisms? How and why?
3. Explain the relationship between the Public Accounts Committee and the external auditor in Parliamentary systems. In the United States, how does the relationship between the external auditor and Congress differ and can any lessons be drawn for Parliamentary systems?
4. Explain the following actors and concepts as envisioned in the Next Steps Initiative:
 - a) the chief executive
 - b) the accounting officer
 - c) the Treasury (central management and finance agency of government)
 - d) the minister
 - e) policy and resources framework
 - f) grievance accountability
5. How effective are departmental select committees (Parliamentary committees) in controlling the bureaucracy in Britain? What could be done to improve this control? Do you think they will ever be very effective?

Part Two

6. It has been argued that political control over the bureaucracy in many countries is so ineffective that it is almost non-existent. If this is true, could you rely exclusively on judicial and direct democratic controls as a substitute for political controls? Why or why not? Be specific in your answer and give as many examples of each type of control as you can.

