**Перелік питань**

з навчальної дисципліни Іноземна мова за професійним спрямуванням)

за спеціальністю: 281 “Публічне управління та адміністрування”

освітнього ступеню «бакалавр»

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| №  п/п | Текст завдання |
| 1. | Advertising companies need good \_\_\_\_\_ staff. |
| 2. | Senior managers are responsible for their subordinates in the organizational \_\_\_\_\_. |
| 3. | Our staff is important \_\_\_\_\_ which we  try to use efficiently. |
| 4. | It was a difficult problem, so they had a \_\_\_\_\_ meeting to collect some ideas. |
| 5. | John is \_\_\_\_\_ for a better job in a  different company. |
| 6. | The team did a brilliant job so the company  decided to \_\_\_\_\_ each of them with a  large bonus. |
| 7. | Employee is \_\_\_\_\_. |
| 8. | Employment is \_\_\_\_\_. |
| 9. | Brainstorming is \_\_\_\_\_. |
| 10. | Motivation is \_\_\_\_\_. |
| 11. | Job satisfaction is \_\_\_\_\_. |
| 12. | \_\_\_\_\_ is the process of returning to the private sector property (such as public lands) or functions (such as trash collection, fire protection) previously owned or performed by government. |
| 13. | \_\_\_\_\_ is putting a government program into effect; the total process of translating a legal mandate into appropriate program directives and structures that provide services or create goods. |
| 14. | \_\_\_\_\_ is any individual, group, or organization that seeks to influence legislation or administrative action. |
| 15. | \_\_\_\_\_ is a legislative act that deals with the citizenry as a whole; a statute that applies to all. |
| 16. | \_\_\_\_\_ is a document, usually in the form of a stamp in a passport, that allows a citizen of one nation to visit another. |
| 17. | \_\_\_\_\_ is an administrative style that encourages taking risks on behalf of one's clients or one's moral values; the opposite of a reactive style. |
| 18. | \_\_\_\_\_ is the socially enforced requirements and expectations about basic responsibilities, behavior, and thought patterns of members in their organizational roles. |
| 19. | \_\_\_\_\_ is paramilitary state and local government organizations whose most basic responsibilities include maintaining public order and safety (through the use of force if necessary), investigating and arresting persons accused of crimes, and securing the cooperation of the citizenry. |
| 20. | \_\_\_\_\_ is the dynamic relation between a citizen and his or her nation. |
| 21. | \_\_\_\_\_ is a temporary joining of political actors to advance legislation or to elect candidates. |
| 22. | \_\_\_\_\_ is the part of a government responsible for applying or administering the law. |
| 23. | \_\_\_\_\_ is a subdivision of a legislature that prepares legislation for action by the respective house or that makes investigations as directed by the respective house. |
| 24. | \_\_\_\_\_ is a term that is loosely used as a synonym for international politics. it can include almost anything that is not exclusively domestic in nature. |
| 25. | \_\_\_\_\_ is a means of governance whose power is concentrated in a legislature, which selects from among its members a prime minister and his or her cabinet officers. |
| 26. | \_\_\_\_\_ is the extent to which one must answer to higher authority-legal or organizational-for one's actions in society at large or within one's particular organizational position. |
| 27. | \_\_\_\_\_ are local governments. |
| 28. | \_\_\_\_\_ is a term that can refer to both the people responsible for running an organization and the running process itself-the use of numerous resources to accomplish an organizational goal. |
| 29. | \_\_\_\_\_ is traditionally the art and science of moving military forces and keeping them supplied; those inventory, production, and traffic management activities that seek the timely placement of material and personnel at the proper time and in the appropriate quantities. |
| 30. | \_\_\_\_\_ is a system of government in which most of the important decisions are taken by state officials rather than by elected representatives. |
| 31. | \_\_\_\_\_ is a very general term that refers to a society's change from an agrarian to an industrial economy. |
| 32. | \_\_\_\_\_ is a group of people jointly working to achieve a common goal. |
| 33. | \_\_\_\_\_ is a proposition or set of proposition that seeks to explain or project something. |
| 34. | \_\_\_\_\_ is the armed forces of a country. |
| 35. | \_\_\_\_\_ is the systematic examination of activities undertaken by government to make a determination about their effects, both for the short term and the long range. |
| 36. | Many have begun to doubt the government’s \_\_\_\_\_. |
| 37. | No one doubts her \_\_\_\_\_ as an executive, but few would say she is a nice person. |
| 38. | The report describes the chronological \_\_\_\_\_ of events of the crisis. |
| 39. | The task was not \_\_\_\_\_ enough for him and he got bored. |
| 40. | The manager complains that there is no \_\_\_\_\_ from the employees while he expects them to actively participate in the process of improvement. |
| 41. | Public administration is concerned with planning, organizing, directing, coordinating, and controlling government operations as well as the behavior of \_\_\_\_\_ formally responsible for their conduct. |
| 42. | The company had been very badly \_\_\_\_\_. |
| 43. | How did you \_\_\_\_\_ in my absence? |
| 44. | The new model differs \_\_\_\_\_ from the old One. |
| 45. | He is at the end of his \_\_\_\_\_. |
| 46. | I asked the manager to \_\_\_\_\_ my department. |
| 47. | The young man was \_\_\_\_\_ into the elements of management. |
| 48. | He took the \_\_\_\_\_ in arranging a party. |
| 49. | The new reforms \_\_\_\_\_ economic recovery. |
| 50. | Did you \_\_\_\_\_ her reaction? |
| 51. | The questions should be asked in a logical \_\_\_\_\_. |
| 52. | The country was plunged into economic \_\_\_\_\_. |
| 53. | The economic results of the reforms are very difficult to \_\_\_\_\_. |
| 54. | She was offered \_\_\_\_\_ in the sales office. |
| 55. | Сurriculum vitae |
| 56. | Unemployment |
| 57. | Headhunting |
| 58. | The questions should be asked in a logical \_\_\_\_\_. |
| 59. | \_\_\_\_\_ is the systematic examination of activities undertaken by government to make a determination about their effects, both for the short term and the long range. |
| 60. | \_\_\_\_\_ is the process of returning to the private sector property (such as public lands) or functions (such as trash collection, fire protection) previously owned or performed by government. |
| 61. | \_\_\_\_\_ \_\_\_\_\_ is the implementation of government policy and also an academic discipline that studies this implementation and prepares civil servants for working in the public service. |
| 62. | Senior \_\_\_\_\_ \_\_\_\_\_ are expected to advise, warn, and assist those responsible for state policy and, when this has been decided, to provide the organization for implementing it. |
| 63. | \_\_\_\_\_ is a form of government in which a single family rules from generation to generation. |
| 64. | There are \_\_\_\_\_ main types of monarchy that differ based on the level of power held by the individual or family. |
| 65. | \_\_\_\_\_ is defined as a form of government in which power belongs to the people. |
| 66. | \_\_\_\_\_ is a form of government in which all power resides with a few people or in a dominant class or group within the society. |
| 67. | \_\_\_\_\_ is a form of government in which the people have no participation. |
| 68. | \_\_\_\_\_ refers to a political system in which all authority is in the hands of the state. |
| 69. | A \_\_\_\_\_ , for example, may be an important and effective part of a political system; or it may be no more than an institutional facade of little practical significance. |
| 70. | \_\_\_\_\_ \_\_\_\_\_, which are more common, exist when the monarch retains a distinctive4 legal and ceremonial role but exercises limited or no political power. |
| 71. | \_\_\_\_\_ \_\_\_\_\_ exists when the monarch has no or few legal limitations in political matters. |
| 72. | The concept of separation of powers is one of the principal doctrines of modern \_\_\_\_\_. |
| 73. | In the nonconstitutional system of \_\_\_\_\_, although there may be separate institutions such as legislatures, executives, and judiciaries, power is not shared but rather concentrated in a single organ. |
| 74. | The characteristic function of all legislatures is the making of \_\_\_\_\_. |
| 75. | A \_\_\_\_\_ is a person who exposes any kind of information or activity that is deemed illegal, unethical, or not correct within an organization that is either private or public. |
| 76. | \_\_\_\_\_ is a form of dishonest or unethical conduct by a person entrusted with a position of authority, often to acquire personal benefit. |
| 77. | Corruption may include many activities including \_\_\_\_\_ and embezzlement, though it may also involve practices that are legal in many countries. |
| 78. | Stephen D. Morris, a professor of politics, writes that corruption is the illegitimate use of public \_\_\_\_\_ to benefit a private interest. |
| 79. | \_\_\_\_\_ \_\_\_\_\_ occurs at a smaller scale and takes place at the implementation end of public services when public officials meet the public, for example, in many small places such as registration offices, police stations and many other private and government sectors. |
| 80. | \_\_\_\_\_ \_\_\_\_\_ is defined as corruption occurring at the highest levels of government in a way that requires significant subversion of the political, legal and economic systems. |
| 81. | \_\_\_\_\_ \_\_\_\_\_ is corruption which is primarily due to the weaknesses of an organization or process. |
| 82. | The government \_\_\_\_\_ in many countries is divided into the legislative, executive and judiciary branches in an attempt to provide independent services that are less subject to grand corruption due to their independence from one another. |
| 83. | Factors which encourage systemic corruption include conflicting incentives, discretionary powers; monopolistic powers; lack of \_\_\_\_\_; low pay; and a culture of impunity. |
| 84. | \_\_\_\_\_ is the act of giving money, goods or other forms of recompense to a recipient in exchange for an alteration of their behavior (to the benefit/interest of the giver) that the recipient would otherwise not alter. |
| 85. | Offering a discount or a \_\_\_\_\_ to all purchasers is a legal rebate and is not bribery. |
| 86. | Giving the rebate to influence them to look favorably \_\_\_\_\_ the electric utility's rate increase applications, however, would be considered bribery. |
| 87. | The bribe is the gift \_\_\_\_\_ to influence the recipient's conduct. |
| 88. | Many types of \_\_\_\_\_ or favors can constitute bribes: tip, gift, sop, perk, favor, discount, free food, free ad, free trip, free tickets, sweetheart deal, kickback, lucrative contract, donation, campaign contribution, higher paying job, secret commission, or promotion (rise of position/rank). |
| 89. | \_\_\_\_\_ is a criminal offense of obtaining money, property, or services from an individual or institution, through coercion. |
| 90. | The actual obtainment of money or property is not required to commit the \_\_\_\_\_. |
| 91. | In \_\_\_\_\_, which always involves extortion, the extortionist threatens to reveal information about a victim or their family members that is potentially embarrassing. |
| 92. | The term extortion is often used metaphorically to refer to usury or to \_\_\_\_\_-gouging, though neither is legally considered extortion. |
| 93. | Neither extortion nor blackmail requires a threat of a criminal \_\_\_\_\_, such as violence, merely a threat used to elicit actions, money, or property from the object of the extortion. |
| 94. | \_\_\_\_\_ is the act of withholding assets for the purpose of theft by one or more persons to whom the assets were entrusted, either to be held or  to be used for specific purposes. |
| 95. | Embezzlement is a type of financial \_\_\_\_\_, e.g. a lawyer might embezzle funds from the trust accounts of his or her clients; a financial advisor might embezzle the funds of investors; and a husband or a wife might embezzle funds from a bank account jointly held with the spouse. |
| 96. | Embezzlement usually is a premeditated \_\_\_\_\_ performed methodically, with the embezzler taking precautions to conceal his or her activities of the criminal conversion of the property of another person, because the embezzlement is occurring without the knowledge or the consent of the affected person. |
| 97. | The critical element is that the embezzler must have been in lawful possession of the property at the time of the fraudulent conversion, and not merely have \_\_\_\_\_ of the property. |
| 98. | Management \_\_\_\_\_ is a term that refers to the nature of the relationship between managers and non-managerial workforce. |
| 99. | The \_\_\_\_\_ management style is charecterized by a rigid rules system and an expectation of obedience to authority. |
| 100. | A \_\_\_\_\_ is a struggle between people which may be physical, or between conflicting ideas. |
| 101. | Government is defined as the political system by which a country or community is administered and regulated. This article will discuss and differentiate between the five basic forms of government: monarchy, democracy, oligarchy, authoritarianism, and totalitarianism. Monarchy was the most common form of government until the 19th century. Monarchy is a form of government in which a single family rules from generation to generation. There are two main types of monarchy that differ based on the level of power held by the individual or family.  *What is the most common form of government?* |
| 102. | Monarchy was the most common form of government until the 19th century. Monarchy is a form of government in which a single family rules from generation to generation.  *What is the typical characteristic of monarchy?* |
| 103. | Absolute monarchy exists when the monarch has no or few legal limitations in political matters. Constitutional monarchies, which are more common, exist when the monarch retains a distinctive legal and ceremonial role but exercises limited or no political power. Today in countries such as Great Britain, the Netherlands, or Denmark, the monarch is the ceremonial head of state, an indispensable figure in all great official occasions and a symbol of national unity, but is almost entirely lacking in power.  *What type of monarchy is more common?* |
| 104. | Another form of government is a democracy. Democracy is defined as a form of government in which power belongs to the people. There are two forms of democracy. One is direct democracy, in which all eligible citizens have direct participation in the decision making of the government. The second and more common form of democracy is representative democracy, in which citizens exercise their power through elected representatives. The most familiar example of democracy is the representative democracy that exists in the United States of America. Americans elect a president and representatives of Congress.  *Who has power to make decision in democracy?* |
| 105. | The next form of government is oligarchy. Oligarchy is a form of government in which all power resides with a few people or in a dominant class or group within the society. These groups of people may be distinguished by royalty, wealth, or military control. Unlike monarchs, oligarchs do not have to be connected by bloodlines. For example, one family may have power for several years, and then the power may be shifted to another group of people based on their military ties or wealth. Examples of oligarchy governments are found in the countries of China, North Korea, and Venezuela.  *What is the main difference of oligarchs from monarchs?* |
| 106. | Essentially, management is about deciding what to do and then getting it done through people and the effective use of other resources. This definition emphasizes that people are the most important resource available to managers. It is through this resource that all other resources - knowledge, finance, materials, plant, equipment, etc. - will be managed.  *What is the most important resource available to managers?* |
| 107. | Managers are there to achieve results. They will get support, advice and assistance from their staff, but in the last analysis they are on their own. They have to make the decisions and they have to initiate and sometimes take the action. A manager can get lots of advice, but he or she will personally have to manage the crisis.  *Who has to manage the crisis?* |
| 108. | The overall process of management is subdivided into a number of individual processes. The main processes of management were defined by the classical theorists of management as:  1. Planning - deciding on a course of action to achieve a desired result.  2. Organizing - setting up and staffing the most appropriate organization to achieve the aim.  3. Motivating - exercising leadership to motivate people to work together smoothly and to the best of their ability as part of a team.  4. Controlling - measuring and monitoring the progress of work in relation to the plan and taking corrective action when required.  *How many main processes of management exists?* |
| 109. | But this classical view has been challenged by the empiricists,such as Rosemary Stewart and Henry Mintzberg who studied how managers actually spend their time. They observed that the work of managers is fragmented, varied and subjected to continual adjustment. It is governed to a large degree by events over which managers have little control. Managers attempt to control their environment but sometimes it controls them.  *What do managers tend to control?* |
| 110. | Managers carry out their work on a day-to-day basis in conditions of variety, turbulence and unpredictability. A single word to describe all these features would be chaos. Tom Peters, however, has suggested that it is possible for managers to thrive on chaos.  *What word describes the work of managers?* |
| 111. | As a manager and a leader you will be judged on not only the results you have achieved but also on the level of competence you have attained and applied in getting those results. Competence is about knowledge and skills - what people need to know and be able to do to carry out their work well.  *What is competence?* |
| 112. | Management style has been debated for centuries. No doubt as our ancestors were struggling to make fire, there would have been one assertive individual instructing the others on how to strike their flint correctly and, then wondering how they could market the concept to neighbouring tribes.  *How long has the notion of “management style” been debated?* |
| 113. | Management Style is a term that refers to the nature of the relationship between managers and non-managerial workforce. It includes not only the personal relationship between people but also the style of communication and the attitudes that managers generate in employees.  *What is a name of the term that refers to the nature of the relationship between managers and non-managerial workforce?* |
| 114. | The term "leadership" is sometimes used instead of management, which is not quite valid. There is some important distinction between management and leadership. While management is concerned with achieving results (by effectively obtaining, deploying, utilizing and controlling all the resources including people as one of the most important resource), leadership focuses on people.  *What does management concerned with?* |
| 115. | Management styles can be classified in various ways — for example, autocratic, democratic, delegating, participative, etc. But most researchers reasonably argue that there are really only two major management styles: authoritarian and democratic. Every other style of management whatever it is termed, is a variation on one of these, or a combination of both.  *What are the 2 major management styles?* |
| 116. | The authoritarian management style is characterized by a rigid rules system and an expectation of obedience to authority. A typical example of a well-established authoritarian management style is the military chain of command structure where decisions are passed from the top down.  *What is the typical example well-established authoritarian management style?* |
| 117. | The democratic management style employs a system within an organization that allows for the flow of free thought and the sharing of ideas between employees and managers. Democratic managers are much more egalitarian. They typically want feedback from employees. Democratic management style puts everyone in an order of equal importance. Oftentimes employees are given tasks that lead to the overall betterment of the company. Democratic management style managers seek to make the most of their employees’ skills and experiences so they involve the employees in the decision making process in real terms.  *What puts everyone in an order of equal importance?* |
| 118. | Conventional wisdom has it that in the real world people do not fit into neat categories. Each possible style has its own drawbacks and advantages that help or hurt depending on the specific task, situation and specific group of people. In other words, the style that you finally choose may not depend on your personality and personal preference only. The style you opt depends on the task and the situation, as well as on maturity and potential for accomplishment that your employees possess.  *What does each style have?* |
| 119. | Anyway, both types of management styles, in their extreme forms, are problematic. Purely authoritarian managers are never good managers. This view makes sense, because people don't react well to being constantly given orders. Nonetheless, with business being what it is, often there isn't time to think through and discuss in detail every problem that comes up. Sometimes things just have to be done – no questions asked! So authoritarian managers do have a place in certain situations and certain businesses. A manager that cannot make a decision and hold responsibility for it cannot be thought of as an efficient manager.  *Who is not an efficient manager*? |
| 120. | Not all employees function well under any one style, and good managers will vary their style according to personality types and practical needs. It is believed that the best way to handle these differences is to understand when each extreme style is called for, but for most cases, finding a way to strike a balance between authoritarianism and democratism. So, in practice, managers tend to fall somewhere in between.  *What do good managers vary in?* |
| 121. | Leadership refers to the ways in which managers achieve the attitudes and actions of their employees. Leadership is a process of development and communicating a vision for the future. It is not enough to be a good manager of resources, so managers have to be leaders while leaders are not always managers.  *What does leadership refer to?* |
| 122. | Decision making is shared between all employees. In other words, the democratic management style exists where the workers allow themselves to be organized, but accept responsibility for what they do, and actively participate in the process of improvement, target setting and performance monitoring. The role of the manager is to facilitate the work of the employees.  *What is the role of the manager?* |
| 123. | Totalitarianism refers to a political system in which all authority is in the hands of the state. In a totalitarian society, all control of public and private life is government run. Italian dictator Benito Mussolini coined the term totalitario in the early 1920s to describe the new fascist state of Italy. By the beginning of World War II, ‘totalitarian’ had become synonymous with absolute and oppressive single-party government. The strategies of implementing totalitarianism include: having a dictatorship, employing only one ruling party, ruling through fear, censorship of media, propaganda in media, prohibition of criticism of the state, secret police forces, etc.  *Who controls public and private life in totalitarian society?* |
| 124. | Comparative studies of democratic politics recognize three distinct models of democratic political institutions. The two major types are exemplified by Great Britain and the United States. Britain is the classic example of the parliamentary system of constitutional democracy. The United States is the leading example of the presidential system.  *How many distinct models of democratic political institutions exist?* |
| 125. | The British parliamentary system provides for ‘rule by the people’ through an emphasis on a responsible, strong political party model. Two parties contend for popular support by offering competing policy visions. The winning party gains essentially exclusive control over the instruments of government action. The leader of the majority party in the parliament is also the prime minister who selects the cabinet. Thus there is unified control across legislative and executive institutions.  *Who selects the cabinet?* |
| 126. | Presidential government is characterized by a formal separation of powers between executive and legislative institutions. Instead of the fusion of legislative and executive powers, the executive ‘head of state’ is selected independently from the legislative branch and cannot be removed by the legislature, except for very serious reasons and through complex procedures.  *Who is selected independently from legislative branch?* |
| 127. | A third model of democratic government combines the parliamentary form with the presidential to create what is labeled as a ‘dual power’. The key institutional features include the following: 1) an independently elected head of state (the president), 2) a legislatively selected head of government (the prime minister), 3) an executive cabinet presided over by the prime minister, and 4) a legislature elected independently from the head of state.  *What is the third model of democratic government?* |
| 128. | States with two levels of government can be distinguished on account of the greater or lesser autonomy they grant to the local level. Great Britain’s respect for local self-government has always been a characteristic of its constitution. France, instead, at least until recently, used to keep under strict central control its local authorities.  *How can be distinguished the account of the greater or lesser autonomy?* |
| 129. | In states with three levels of government the distribution of powers among the central and the intermediate governments varies. States formed through the union of formerly independent states usually maintain considerable legislative, executive and judicial power at the intermediate level: the United States and Switzerland fall into this category. However, other states with three levels of government grant few powers to the intermediate level.  *What countries are formed through the union of formerly independent states?* |
| 130. | States with two levels of government are called unitary, with three levels of the first category - federal, and with three levels of the second type –  decentralized or ‘regionalist’. A great majority of the world’s nation-states are unitary systems, including Belgium, Bulgaria, France, Great Britain, the Netherlands, Japan, Poland, the Scandinavian countries.  *How are states with two levels of government called?* |
| 131. | Regionalist states are also based, as a rule, on written rigid constitutions granting some limited legislative and administrative powers to the intermediate or regional governments. But because regional governments possess jurisdiction only over enumerated matters, their actual role and political weight within the system largely depend on the will of the central government.  *What do regional governments depend on?* |
| 132. | *City government* is a system of governmental institutions that serve an urban area. A city government’s most important functions are to provide law enforcement and fire prevention; elementary and secondary education; water supply, sewage and refuse collection and disposal; construction, maintenance, and lighting of the streets; regulation of building safety and housing standards; the provision of public housing; various welfare services for the needy; health protection; and environmental services. Cities also provide museums, parks, playgrounds and other cultural and recreation facilities.  Public-utility services that supply water, electricity, gas, and public transport may be provided by a city government or by commercial companies that are closely regulated by the government.  *What orgainisation provides water, electricity, gas, and public transport to city?* |
| 133. | The benefits of a dual-power government are the flexibility of a parliamentary majority and the ability to avoid potential stalemates between the president and the legislature. France is the preeminent example of a ‘dual-power’ democracy, and other examples can be found in Portugal, Finland, the Czech Republic, Poland, Estonia, Lithuania, and Slovenia.  *What is enumerated : “flexibility of a parliamentary majority and the ability to avoid potential stalemates between the president and the legislature”?* |
| 134. | According to Berman (1997), cynicism toward government is largely a function of trust and social capital. The relationship between government and its citizens has been strained, which is largely a function of the following: first, the citizenry feel as though government officials abuse their powers in the interest of self-aggrandizement. Second, citizens feel disconnected from government. Third, government service delivery is perceived to be inadequate.  *What is cynicism toward government according to Berman?* |
| 135. | Chief of state is the ceremonial head of a government, such as a king, queen, or president. This is in contrast to the chief executive of a government, such as a prime minister, chancellor, or president. The American presidency combines in one office-one person- the roles of chief of state and chief executive.  *What does American presidency combine?* |
| 136. | Public administration is what government does.  Public administration is both direct (Services) and indirect (Private Services).Public administration is implementing the public interest.  Public administration is doing collectively that which cannot be done so well individually.  *What are 2 types of Public administration?* |
| 137. | The type of organizations that would be in the public sector are:   * national government * local government   Public sector organizations are owned and controlled by the government. They aim to provide a service to the public and are funded by taxes. Public sector organizations function in areas such as health, education, housing and social work.  *Who controlls public sector?* |
| 138. | The National Minimum Wage Act 1998 sets out the minimum amount of pay a worker is entitled to per hour. This wage is based on a worker's age. There is also a specific rate for apprentices.  It is a legal requirement for employers to pay workers the national minimum wage.  *What does The National Minimum Wage Act 1998 set?* |
| 139. | Management is essential for an organized life and necessary to run all types of management. Good management is the backbone of successful organizations. Managing life means getting things done to achieve life’s objectives and managing an organization means getting things done with and through other people to achieve its objectives.  *What is essential for an organized life?* |
| 140. | A leader has certain inherent qualities and traits which assist him in playing a directing role and wielding commanding influence which others. Leadership is an integral part of management and plays a vital role in managerial operations, while management is an integral component of technical as well as social processes. The practice of management is as old as human civilization.  *What is an integral part of management?* |
| 141. | Public administration is the implementation of government policy and also an academic discipline that studies this implementation and prepares civil servants for working in the public service. Public administration is concerned with planning, organizing, directing, coordinating, and controlling government operations as well as the behavior of officialsformally responsible for their conduct.  *Public administration is not concerned with…* |
| 142. | Many unelected public servants can be considered to be public administrators, including heads of city, regional, state and federal departments such as human resources (H.R.) administrators, city managers, and cabinet secretaries. Public administrators are public servants working in public departments and agencies, at all levels of government. The body of public administrators is usually called the civil service.  *Public servants can not work as…* |
| 143. | Traditionally the civil service is contrasted with other bodies serving the state full time, such as the military, the judiciary, and the police. In most countries, a distinction is also made between the home civil service and those persons engaged abroad on diplomatic duties.  *Civil service is opposed to…* |
| 144. | Senior civil servants are expected to advise, warn, and assist those responsible for state policy and, when this has been decided, to provide the organization for implementing it. In some countries entry requirements for a career in the higher civil service stress qualifications in technical fields such as  accounting, economics, medicine, and engineering. In other countries legal training is deemed appropriate, and in others no specific technical or academic discipline is required among candidates for senior posts.  *What are civil servants can not be directly employed in?* |
| 145. | Public administration has ancient origins. In antiquity, in Egypt and Greece, the principal officeholders were responsible for administering justice and maintaining law and order. The Romans developed a more sophisticated system under their empire, creating distinct administrative hierarchies for justice, military affairs, finance and taxation, foreign affairs, and internal affairs. This elaborate structure disappeared after the fall of the Roman Empire in western Europe in the 5th century, but many of its practices continued in the Byzantine Empire in the east.  *The Romans Empire developed public administration in such fields…* |
| 146. | Early European administrative structures developed from the royal households of the medieval period. Until the end of the 12th century official duties within the royal households were ill-defined, frequently with multiple holders of the same post. Exceptions were the better-defined positions of butler (responsible for the provision of wine), steward (responsible for feasting arrangements), chamberlain (often charged with receiving and paying out money kept in the royal sleeping chamber), and chancellor (usually a priest with responsibilities for writing and applying the seal in the monarch’s name).  *The defined positions of royal households were…* |
| 147. | With the 13th century a separation began between the purely domestic functions of the royal household and the functions connected with governing the state. The office of chancellor survived to become the most important link between the old court offices and modern ministries. The development of the modern treasury or finance ministry can be traced back to the chamberlain’s office in the royal household. Apart from justice and treasury departments modern ministerial structures in Europe developed out of the royal councils, which were powerful bodies of nobles appointed by the monarch. From the division of labor within these bodies, the monarchs’ secretaries emerged as perhaps the first professional civil servants in Europe.  *What modern administrative structures date back from the medieval period?* |
| 148. | The proximity of the secretaries to the monarch gave  them more knowledge of royal intentions and greater expertise in particular matters of state than could be found among the more transient nobles on the council. The secretaries grew in importance in the 15th and 16th centuries as they became more or less full members of the council.  The distribution of functions among secretaries was initially based upon geography. Later territorial responsibilities began to give way to functional responsibilities. For example, in England this geographical allocation – with a secretary of the North and a secretary of the South – persisted until 1782, when the offices of home and foreign secretary were created.  *What was the distribution of functions among secretaries centered on?* |
| 149. | The foundations of modern public administration in Europe were laid in *Prussia* in the late 17th and 18th centuries. The electors of Brandenburg (who from 1701 were the kings of Prussia) considered a rigidly centralized government a means of ensuring stability and furthering dynastic objectives. Their principal effort was devoted to the suppression of the autonomy of the cities and to the elimination of the feudal privileges of the aristocracy. Civil servants were therefore appointed by the central government to administer the provinces.  *Why did the electors of Brandenburg want to have a rigidly centralized government? Because it was…(you should choose the odd variant)* |
| 150. | A fundamental chang in the status of the civil servant came about as a result of the French Revolution of 1789. The creation of a republic meant that the civil servant was seen as the servant no longer of the king but rather of the state. The civil servant became an instrument of public power, not the agent of a person. This depersonalization of the state encouraged a rapid growth in the field of public law concerned with the organization, duties, and rights of ‘the public power’.  *What did depersonalization of the state lead to?* |
| 151. | To the ordered structure of the Prussian bureaucracy there began to be added the logical development of administrative law. This bureaucratization was greatly fostered by Napoleon I, who built up a new civil service marked not only by some of the features of military organization but also by the principles of rationality, logic, and universality. The prestige of the new French administrative organization and the logical arrangement of its internal structure prompted many other European countries to copy its principal features.  *What were the features and principles of a new civil service built up by Napoleon I?* |
| 152. | The foundation of the modern civil service in the United Kingdom was influenced by the experience of the Indian Civil Service. A report was published in 1854 on the organization of the Permanent Civil Service in Britain. Its principal author, Sir Charles Trevelyan, had acquired a reputation for searching out corruption in the Indian Civil Service during 14 years of service there. The report of 1854 recommended the abolition of patronage and recruitment by open competitive examination.  During the next 30 years patronage was gradually eliminated. Some specialized branches were amalgamated to become the Scientific Civil Service. The new civil service managed to attract to its senior levels highly capable, discreet, and selfeffacing university graduates. Graduates of Oxford and Cambridge became especially prominent in the ranks of senior civil servants in Britain.  *What were the results of the reform of the civil service in 1854?* |
| 153. | It was the German sociologist Max Weber (1864–1920) who developed the bureaucratic theory of public administration. Bureaucracy is an administrative system designed to accomplish large-scale administrative tasks by coordinating the work of many individuals. Weber has observed such types of power in organizations: traditional, charismatic and rational-legal or bureaucratic. He has emphasized that bureaucratic type of power is the ideal one.  *What statement is wrong?* |
| 154. | Weber has given a number of features of bureaucracy.  1. Bureaucratic organizations generally have administrative class responsible for maintaining coordinative activities of the members.  2. The basic feature of bureaucratic organization is that there is hierarchyof positions in the organization. Offices also follow the principle of hierarchy that is each lower office is subject to control and supervision by higher office. Thus, no office is left uncontrolled in the organization. This hierarchy  serves as lines of communication and delegation of authority. It implies that communication coming down or going up must pass through each position.  3. Work of the organization is divided on the basis of specialization totake the advantages of division of labor. Each office in the bureaucraticorganization has specific sphere of competence.  *What does hierarchy in a bureaucratic organization imply?* |
| 155. | A basic and most emphasized feature of bureaucratic organization is that administrative process is governed by official rules. These rules are more or less stable and more or less exhaustive. Rules provide the benefits of stability, continuity, and predictability and each official knows precisely the outcome of his behavior in a particular matter.  Another feature of bureaucracy is that relationships among individuals are governed through the system of official authority and rules. Official positions are free from personal involvement, emotions and sentiments. Thus, decisions are governed by rational factors rather than personal factors.  The decisions and activities of the organization are formally recorded and preserved, thereby enabling it to follow preceden and standard operating procedures.  *What benefits do rules and regulations provide?* |
| 156. | The following are the advantages of bureaucracy:  1. Since employees are bound to follow the rules, the management process becomes easy.  2. The duties and responsibilities of each job are clearly defined; there is no question of overlapping or conflicting job duties.  3. The selection process and promotion procedures are based on merit and expertise. It assists in putting right persons on right jobs.  4. The division of labor assists workers in becoming experts in their jobs. The performance of employees improves considerably.  5. The enterprise does not suffer when some person leaves it. If one person leaves then some other occupies that place.  *What are the advantages of bureaucracy (match the odd one)?* |
| 157. | The following are the disadvantages of bureaucracy:  1. This system suffers from too much red tape and paper work.  2. Rules are normally provided for guidelines but often they become source of inefficiency because of too much emphasis on rules, their misuse, and people’s apathy from rules.  3. The excessive reliance on rules and regulations and adherence to these policies inhibit initiative and growth of the employees. There is neglect of human factor.  4. The employees become so used to the system, they resist to any change and introduction of new techniques of operations.  *What are the disadvantages of bureaucracy (match the odd one)?* |
| 158. | Monarchy was the most common form of government until the 19th century. Monarchy is a form of government in which a single family rules from generation to generation. There are two main types of monarchy that differ based on the level of power held by the individual or family. Absolute monarchy exists when the monarch has no or few legal limitations in political matters. Constitutional monarchies, which are more common, exist when the monarch retains a distinctive legal and ceremonial role but exercises limited or no political power. Today in countries such as Great Britain, the Netherlands, or Denmark, the monarch is the ceremonial head of state, an indispensable figure in all great official occasions and a symbol of national unity, but is almost entirely lacking in power.  *What are the main features of monarchy?* |
| 159. | Democracy is defined as a form of government in which power belongs to the people. There are two forms of democracy. One is direct democracy, in which all eligible citizens have direct participation in the decision making of the government. The second and more common form of democracy is representative democracy, in which citizens exercise their power through elected representatives. The most familiar example of democracy is the representative democracy that exists in the United States of America. Americans elect a president and representatives of Congress. |
| 160. | Oligarchy is a form of government in which all power resides with a few people or in a dominant class or group within the society. These groups of people may be distinguished by royalty, wealth, or military control. Unlike monarchs, oligarchs do not have to be connected by bloodlines. For example, one family may have power for several years, and then the power may be shifted to another group of people based on their military ties or wealth. Examples of oligarchy governments are found in the countries of China, North Korea, and Venezuela. Governments can also imposetheir power in forceful methods.  *What are the main features of oligarchy?* |
| 161. | Authoritarianism is a form of government in which the people have no participation. The characteristics of the authoritarianism include absolute obedience to authority by the people and ill-defined and often changing executive power.  Totalitarianism refers to a political system in which all authority is in the hands of the state. In a totalitarian society, all control of public and private life is government run. Italian dictator Benito Mussolini coined the term *totalitario* in the early 1920s to describe the new fascist state of Italy. By the beginning of World War II, ‘totalitarian’ had become synonymous with absolute and oppressive single-party government. The strategies of implementing totalitarianism include: having a dictatorship, employing only one ruling party, ruling through fear, censorship of media, propaganda in media, prohibition of criticism of the state, secret police forces, etc.  *What are the main features of authoritarianism totaritarianism?* |
| 162. | Democracy literally means *rule by the people*. The term is derived from the Greek *dēmokratiā*, which was coined from *dēmos* (‘people’) and *kratos* (‘rule’) in the middle of the 5th century bc. But what constitutes an actual, functioning democracy? On what criteria can we decide that one nation is democratic, while another is not? The most widely known list of distinguishing marks of democratic government is the one proposed by Robert Dahl. It includes: elected officials; free, fair, and frequent elections; freedom of expression; access to alternative sources of information.  *The term “democracy” has such meanings…* |
| 163. | A third model of democratic government combines the parliamentary form with the presidential to create what is labeled as a ‘dual power’. The key institutional features include the following: 1) an independently elected head of state (the president), 2) a legislatively selected head of government (the prime minister), 3) an executive cabinet presided over by the prime minister, and 4) a legislature elected independently from the head of state.  The benefits of a dual-power government are the flexibility of a parliamentary majority and the ability to avoid potential stalemates between the president and the legislature. France is the preeminent example of a ‘dual-power’ democracy, and other examples can be found in Portugal, Finland, the Czech Republic, Poland, Estonia, Lithuania, and Slovenia.  *What are the key features of the ‘dual power’ model?* |
| 164. | Public administrators act independently of legislators and most elected officials. This ensures that those on election boards can operate independently of political influence. This is also true of law enforcement. Unfortunately, enforcing ethical violations can lead to consequences for the public administrator. While an officer can enforce a law against an elected official, the elected official can place pressure on others to force the officer to work a night shift or decrease the department. Rohr would argue that politics and administration are not separate, but are present at the same time when a public administrator makes decisions. He states that the problem with public administrators “is not that bureaucrats are excessively involved in policy formulation but that they are involved at all.  *What main ideas are mentioned in this extract?* |
| 165. | This is a problem for a democratic society because to influence public policy as a public official is to govern”. In other words, those officials who are influencing decisions are taking on the role of those elected by the public without a responsibility of having to answer to the public for decisions made. However, because there can be large political obstacles, it can be difficult for an administrator to overcome ethical concerns within an organization. Sometimes, the culture of an organization is unethical, at which time, it would be useless to bring up ethical concerns within the organization. In the public sector and nonprofits, when this is the case, individuals will often attempt to bring outside scrutiny on to the organization. This is typically done by leaking the ethical concerns to the general media. Such an act is known as whistleblowing.  *Find a wrong statement.* |
| 166. | A whistleblower is a person who exposes any kind of information or activity that is deemed illegal, unethical, or not correct within an organization that is either private or public. The information of alleged wrongdoing can be classified in many ways: violation of company policy/rules, law, egulation, or threat to public interest/national security, as well as fraud, and corruption. Those who become whistleblowers can choose to bring information or allegations to surface either internally or externally. Internally, a whistleblower can bring his/her accusations to the attention of other people within the accused organization such as an immediate supervisor. Externally, a whistleblower can bring allegations to light by contacting a third party outside of an accused organization such as the media, government, law enforcement, or those who are concerned. Whistleblowers, however, take the risk of facing stiff reprisal and retaliation from those who are accused or alleged of wrongdoing.  *What wrongdoing can a whistleblower expose?* |
| 167. | Because of this, a number of laws exist to protect whistleblowers. Some third party groups even offer protection to whistleblowers, but that protection can only go so far. Whistleblowers face legal action, criminal charges, social stigma, and termination from any position, office, or job. Two other classifications of whistleblowing are private and public. The classifications relate to the type of organizations someone chooses to whistle-blow on: private sector, or public sector. Depending on many factors, both can have varying results. However, whistleblowing in the public sector organization is more likely to result in criminal charges and possible custodial sentences. A whistleblower who chooses to accuse a private sector organization or agency is more likely to face termination and legal and civil charges.  *What problems can whistleblower face?* |
| 168. | Deeper questions and theories of whistleblowing and why people choose to do so can be studied through an ethical approach. Whistleblowing is a topic of ongoing ethical debate. Leading arguments in the ideological camp that whistleblowing is ethical maintain that whistleblowing is a form of civil disobedience, and aims to protect the public from government wrongdoing. In the opposite camp, some see whistleblowing as unethical for breaching confidentiality, especially in industries that handle sensitive client or patient information. Legal protection can also be granted to protect whistleblowers, but that protection is subject to many stipulations. Hundreds of laws grant protection to whistleblowers, but stipulations can easily cloud that protection and leave whistleblowers vulnerable to retaliation and legal trouble. However, the decision and action has become far more complicated with recent advancements in technology and communication. Whistleblowers frequently face reprisal, sometimes at the hands of the organization or group they have accused, sometimes from related organizations, and sometimes under law. Questions about the legitimacy of whistleblowing, the moral responsibility of whistleblowing, and the appraisal of the institutions of whistleblowing are part of the field of political ethics.  *What characteristics of whistleblowing are given in the text?* |
| 169. | Corruption is a form of dishonest or unethical conduct by a person entrusted with a position of authority, often to acquire personal benefit. Corruption may include many activities including bribery and embezzlement, though it may also involve practices that are legal in many countries. Government, or «political», corruption occurs when an officeholder or other governmental employee acts in an official capacity for personal gain. Stephen D. Morris, a professor of politics, writes that corruption is the illegitimate use of public power to benefit a private interest. Economist Ian Senior defines corruption as an action to (a) secretly provide (b) a good or a service to a third party (c) so that he or she can influence certain actions which (d) benefit the corrupt, a third party, or both (e) in which the corrupt agenthas authority.  *What is corruption?* |
| 170. | Daniel Kaufmann, from the World Bank, extends the concept to include «legal corruption» in which power is abused within the confines of the law – as those with power often have the ability to make laws for their protection. The effect of corruption in infrastructure is to increase costs and construction time, lower the quality and decrease the benefit. Corruption can occur on different scales. There is corruption that occurs as small favors between a small number of people (petty corruption), corruption that affects the government on a large scale (grand corruption), and corruption that is so prevalent that it is part of the everyday structure of society, including corruption as one of the symptoms of organized crime (systemic corruption).  *What are the effects of corruption in infrastructure?* |
| 171. | The concept of separation of powers is one of the principal doctrines of modern constitutionalism. Nearly all modern constitutions provide for the  separate establishment of legislative, executive, and judiciary. In the non-constitutional system of totalitarianism, although there may be separate  institutions such as legislatures, executives, and judiciaries, power is not shared but rather concentrated in a single organ. |
| 172. | The characteristic function of all legislatures is the making of law. In most systems, however, legislatures also have other tasks, such as selection and criticism of the government, supervision of administration, appropriation of funds, ratification of treaties, impeachment of executive and judicial officials, determination of election procedures, etc. |
| 173. | Legislatures, then, are not simply lawmaking bodies. Neither do they monopolize the function of making law. In most systems the executive has a power of veto over legislation, and, even where this is lacking, the executive may exercise powers of legislation. |
| 174. | The most common names for legislatures are parliament and congress. In parliamentary systems of government, the legislature is formally supreme and appoints the executive. In presidential system of government, the legislature is considered equal to, and independent of, the executive. |
| 175. | The primary components of a legislature are one or more chambers or houses that debate and vote upon bills. A legislature with one house is called unicameral. A bicameral legislature possesses two separate chambers, usually described as an upper house and a lower house, which often differ in duties and powers. |
| 176. | Political executives are government officials who participate in the determination of government policy. They include heads of state and government leaders – presidents, prime ministers, premiers, chancellors, and other chief executives– and many secondary figures, such as cabinet members and ministers, councillors, and agency heads. |
| 177. | The crucial element in the organization of a national executive is the role assigned to the chief executive. In presidential systems, such as in the United States, the president is both the political head of the government and the ceremonial head of state. In parliamentary systems, such as in Great Britain, the prime minister is the national political leader, but another figure, a monarch or elected president, serves as the head of state. |
| 178. | In mixed presidential-parliamentary systems, such as that established in France, the president serves as head of state but also wields important political powers, including the appointment of a prime minister and cabinet to serve as the government. |
| 179. | Like legislators and executives, judges are major participants in the policy-making process. The process of judicial decision making is distinctive, however, for it is concerned with specific cases in which an individual has come into conflict with society by violating its norms or in which individuals have come into conflict with one another. |
| 180. | Established court systems are found in all advanced political systems. Usually there are two judicial hierarchies, one dealing with civil and the other with criminal cases, each with a large number of local courts, a lesser number at the level of the region, and one or more courts at the national level. |
| 181. | The United States has two court systems: one set of national courts and 50 sets of state courts. By contrast, Germany possesses only a single integrated court system. |
| 182. | The effects of corruption on the agencies of public administration can be particularly pernicious. When corruption is believed to be the way the public sector, or one of its agencies, routinely operates the damage goes beyond the loss of misdirected resources. |
| 183. | Citizens are one of the best sources available to policy makers for understanding the context of corruption. They can bring knowledge of the types of corruption and corruption risks as well as the challenges for implementing anti-corruption policy that exist in the context. Citizens form the societal values and expectations that help or hinder anti-corruption strategies and, importantly, they may also be perpetrators of corruption who need to be discouraged. |
| 184. | Public relations serves a wide variety of institutions in society such as businesses, trade unions, government agencies, voluntary associations, foundations, hospitals, schools, colleges and religious institutions. To achieve their goals, these institutions must develop effective relationships with many  different audiences or publics such as employees, members, customers, local communities, shareholders and other institutions, and with society at large. |
| 185. | Bribery is the act of giving money, goods or other forms of recompense to a recipient in exchange for an alteration of their behavior (to the benefit/interest of the giver) that the recipient would otherwise not alter. Bribery is defined by Black's Law Dictionary as the offering, giving, receiving, or soliciting of any item of value to influence the actions of an official or other person in charge of a public or legal duty. |
| 186. | Gifts of money or other items of value which are otherwise available to everyone on an equivalent basis, and not for dishonest purposes, is not bribery. Offering a discount or a refund to all purchasers is a legal rebate and is not bribery. For example, it is legal for an employee of a Public Utilities Commission involved in electric rate regulation to accept a rebate on electric service that reduces their cost for electricity, when the rebate is available to other residential electric customers. |
| 187. | The bribe is the gift bestowed to influence the recipient's conduct. It may be money, goods, rights in action, property, preferment, privilege, emolument, objects of value, advantage, or merely a promise to induce or influence the action, vote, or influence of a person in an official or public capacity. |
| 188. | Many types of payments or favors can constitute bribes: tip, gift, sop, perk, favor, discount, free food, free ad, free trip, free tickets, sweetheart deal, kickback, lucrative contract, donation, campaign contribution, higher paying job, secret commission, or promotion (rise of position/rank). |
| 189. | One must be careful of differing social and cultural norms when examining bribery. Expectations of when a monetary transaction is appropriate can differ from place to place. Political campaign contributions in the form of cash, for example, are considered criminal acts of bribery in some countries, while in the United States, provided they adhere to election law, are legal. Tipping, for example, is considered bribery in some societies, while in others it is expected from customers. |
| 190. | Extortion is a criminal offense of obtaining money, property, or services from an individual or institution, through coercion. It is sometimes referred to as a "protection racket " since the racketeers often phrase their demands as payment for "protection" from (real or hypothetical) threats from unspecified other parties. Extortion is commonly practiced by organized crime groups. |
| 191. | Extortion is distinguished from robbery. In robbery, whether armed or not, the offender takes property from the victim by the immediate use of  force or fear that force will be immediately used (as in the classic line, "Your money or your life.") Extortion, which is not limited to the taking of property, involves the verbal or written instillation of fear that something will happen to the victim if they do not comply with the extortionist's will. |
| 192. | In blackmail, which always involves extortion, the extortionist threatens to reveal information about a victim or their family members that is potentially embarrassing. The term extortion is often used metaphorically to refer to usury or to price-gouging, though neither is legally considered extortion. |
| 193. | Neither extortion nor blackmail requires a threat of a criminal act, such as violence, merely a threat used to elicit actions, money, or property from the object of the extortion. Such threats include the filing of reports (true or not) of criminal behavior to the police, revelation of damaging facts (such as pictures of the object of the extortion in a compromising position). |
| 194. | Embezzlement is the act of withholding assets for the purpose of theft by one or more persons to whom the assets were entrusted, either to be held or to be used for specific purposes. Embezzlement is a type of financial fraud, e.g. a lawyer might embezzle funds from the trust accounts of his or her clients; a financial advisor might embezzle the funds of investors; and a husband or a wife might embezzle funds from a bank account jointly held with the spouse. |
| 195. | Embezzlement usually is a premeditated crime performed methodically, with the embezzler taking precautions to conceal his or her activities of the criminal conversion of the property of another person, because the embezzlement is occurring without the knowledge or the consent of the affected person. When successful, embezzlements continue for years (or even decades) without detection. |
| 196. | The effects of corruption on the agencies of public administration can be particularly pernicious. When corruption is believed to be the way the public sector, or one of its agencies, routinely operates the damage goes beyond the loss of misdirected resources. |
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| 198. | Public administration has ancient origins. In antiquity, in Egypt and Greece, the principal officeholders were responsible for administering justice and maintaining law and order. The Romans developed a more sophisticated system under their empire, creating distinct administrative hierarchies for justice, military affairs, finance and taxation, foreign affairs, and internal affairs. |
| 199. | Early European administrative structures developed from the royal households of the medieval period. Until the end of the 12th century official duties within the royal households were ill-defined, frequently with multiple holders of the same post. Exceptions were the better-defined positions of butler, steward, chamberlain (often charged with receiving and paying out money kept in the royal sleeping chamber), and chancellor (usually a priest with responsibilities for writing and applying the seal in the monarch’s name). |
| 200. | Supervision and resolution of conflicts is another key function of the government. Representative institutions are themselves a device for the resolution of conflict. Elections in constitutional democracies provide opportunities for mass participation in a process public decision; parliamentary institutions provide for public hearings on major issues of policy; and political parties integrate a variety of interests and effect compromises on policy that win acceptance from many different groups. |