The final exam will consist of four questions selected from this study guide. Each question will be worth 25 points.

1. Explain the concept of "political time" and its relationship to the president's leadership opportunities. Why does Skowronek insist on the distinction between power and authority in developing his framework, and why does he assert the priority of authority as the key to presidential leadership? Illustrate with reference to two presidents situated at dissimilar moments in political time.

2. Explain the concept of the president's "external resources" and its relationship to the cycles of decreasing influence and increasing effectiveness. Assess the strategic implications of this relationship for presidential policy leadership in Congress.

3. What is the president's "professional reputation" and how does it work to enhance presidential influence in Congress? Why does Samuel Kernell believe that "going public" has displaced presidential bargaining skill as the centerpiece of the president's leadership arsenal?

4. Matthew Dickinson writes that although Barack Obama campaigned on a promise to transcend partisan politics, the polarization of American politics in recent decades all but ensures that Obama will have to govern as a partisan, through his congressional parties. What factors account for the rise of political polarization? According to Dickinson, in the current environment, what are the risks to Obama's leadership that arise from both the partisan and bipartisan approach to leadership? What are the options at Obama's disposal to minimize the difficulties inherent in each leadership approach? (Nelson reader)

5. Explain Bruce Miroff's concept of the "political spectacle." How does spectacular activity differ from other forms of political action? What is the value of spectacle to presidents? What accounts for the rise of the spectacular presidency? (Nelson reader)

6. What are executive orders? On what authority (constitutional or otherwise) do they rest? How can presidents use executive orders to advance their policy goals? What are the limits of policy leadership by executive order?

7. What are presidential signing statements? What are their traditional functions? How do contemporary presidents utilize them as instruments of policy leadership?

8. What is the Cabinet Counsel System (CCS)? What were the traditional functions of CCS and what was its net effect on the president's independent capacity for leadership? Historically speaking, what factors allowed presidents to break free of the political constraints inherent in the CCS?

9. Describe the four phases said typically to structure White House-Cabinet relations. Illustrate with reference to Cabinet dynamics in the administration of Jimmy Carter.

10. Explain the concept of "going native." What problems does this phenomenon pose for presidential leadership? What explanations have been offered to account for this pattern of behavior among the president's cabinet?
11. What is the "administrative presidency" and what accounts for its development over time? Elaborate your answer through a discussion of "neutral competence" and "responsive competence." Your answer should indicate a familiarity with the bureaucratic rulemaking and enforcement processes.

12. In “The Development of Presidential Power: Conservative Insurgency and Constitutional Construction,” Stephen Skowronek argues that Unitary Executive Theory (UET) builds on a long tradition of justifying the expansion of presidential power while, at the same time, uniquely dispensing with the need to hold its exercise accountable to broader mechanisms of collective control. The result is a unilateral and more personal form of presidential rule. What are the central tenets of UET? Elaborate Skowronek’s argument with reference to Jeffersonian, Jacksonian, and progressive theories of the presidency. (Nelson reader)

13. According to Sidney Milkis, the rise of the modern presidency (i.e., the institutional presidency) undermined the traditional American party system. It has also fueled the president’s own increasing political isolation. What factors are essential for understanding these long-term historical dynamics? In Milkis’ view, have the resuscitation and nationalization of political parties since the 1980s fundamentally altered either trajectory? (Nelson reader)

14. David Lewis and Terry Moe write of the advantages presidents have over Congress in their struggle to control the bureaucracy. Explain what they mean and why this constitutes an advantage for presidential leadership and presidential power? How does their discussion of regulatory review illustrate both the president's unilateral capabilities and its limits? (Nelson reader)

15. What is OMB and what are its basic functions? How have practices like budgetary and program clearance and regulatory review enhanced the capacity of modern presidents to assert their policy priorities against Congress and the bureaucracy?

16. What is "narrowcasting?" Why has it become critical feature of the president's communications strategy? How might the differences between narrowcasting and "broadcasting" be brought to bear on debates about demagogic versus interpretive forms of presidential leadership?

17. Explain the concept of “overreach” as it regards the president’s leadership of public opinion and Congress. According to George Edwards III, why does overreach occur with such frequency and what are its consequences for both presidents and the nation? Illustrate the concept with two brief examples, one drawn from the Obama years and the other from either Bill Clinton’s or George W. Bush’s presidency. According to Edwards, what should presidents do to minimize the problem of overreach? (Edwards book)

18. George Edwards III writes (p. 41) that “[t]o be effective in leading the public, the president must focus the public’s attention on his policies for a sustained period of time." And yet, the bulk of Edward’s discussion focuses the near-impossibility of coherent opinion leadership by presidents. Describe and discuss the important obstacles presidents face in trying to implement and sustain a coherent and disciplined communications strategy. Illustrate with an example drawn from the Obama presidency. (Edwards book)
19. Brendan Doherty argues that, from Harry Truman to Barack Obama, leadership and coordination for the president’s "political planning" has evolved in ways that track the rise of the permanent campaign. Describe the key features of that evolution and identify the factors that Doherty maintains account for that development.

20. How has technology changed the dynamics of White House-Press relations? What are the specific changes in question? How have these changes altered news coverage of the White House? Why is this a problem for presidents? How do contemporary presidential administrations attempt to deal with these problems? (In-class video: "The Press Secretary.")