

THE UNIVERSITY OF WESTERN ONTARIO  
PUBLIC ADMINISTRATION  
POL2246E 650

SUMMER 2011

Professor N. A. Vamvakas

CONTACT INFORMATION

I am stationed in Toronto, the best way to reach me is by e-mail, Monday-Friday. If you need to contact me, DO NOT use WEBCT—use ONLY my sympatico e-mail: [vamvakas@sympatico.ca](mailto:vamvakas@sympatico.ca).

When sending me an e-mail please indicate the [course number](#) in the [subject line](#).

You should [check the announcement section on your web ct weekly](#)—if there is any information I need to convey to you as a GROUP, I will use this venue.

Web ct technical difficulties should be directed to: [webct@uwo.ca](mailto:webct@uwo.ca)

OBJECTIVES

The course will introduce students to the study of public administration as a sub-field of political science. The course has three broad goals. The first, is to effectively survey the basic principles and problems of public administration in the contemporary state with particular reference to Canadian federalism. The second, is to provide students with an understanding of the major concepts and theories of public administration. The third, is to investigate the practical problems of administration through the analysis of case studies and the writing of a research essay.

REQUIRED TEXT

**Public Administration, Political Science 2246 E, UWO. ISBN: 0536295506**

This is a custom prepared text which combines a core textbook (written by Gregory Inwood), five articles (from a collection edited by Martin Westmacott and Hugh Mellon), nine cases (from the Institute of Public Administration in Canada) with special instructions for this course written by Ross Gibbons, and a section on the use of APA citation in essay writing.

ASSIGNMENTS AND EXAM

	WEIGHT	DUE DATE
Case Study: The Four Million Dollar Typo	20%	May 27, 2011
Essay	40%	July 5, 2011
Final Exam	40%	TBA

**1. CASE STUDY: FOUR MILLION DOLLAR TYPO**

The case study is a 1000 word analytical synopsis written in essay format. It will be graded for style, content and analysis. A case study which describes, but does not analyze the case will be graded C+ or lower. [Further instructions are found on Page 5 of this syllabus](#). The actual case study, as noted above, is found in your textbook along with the other IPAC case studies.

**SUBMIT CASE JOURNAL MAY 27, 2011 BY 5PM AS E-MAIL TO:  
VAMVAKAS@SYMPATICO.CA**

## 2. ESSAY

The Essay is due [July 5, 2011](#). Detailed instructions along with [essay topics are found on page 6 of this syllabus](#).

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## 3. FINAL EXAMINATION

[In order to eligible to write the final exam in this course, students must have submitted both the case study AND the Essay](#). A 2 hour examination will be held during the Final Examination Period (August 2-5, 2011). Format is short answers and essays. The exam will [cover the ENTIRE COURSE](#). Details are available in the [EXAM PREPARATION FILE](#) which is located on your course web ct page.

## 4. DISCUSSION BOARD

Discussion Board [PARTICIPATION IS NOT GRADED](#)—some students benefit from discussing issues with fellow students, other students do not find this helpful—so it is entirely up to if you wish to utilize this venue.

## POLICIES

### 1. PREREQUISITES/ANTIREQUISITES

You are responsible for ensuring that you have successfully completed all course prerequisites, and that you have not taken an anti-requisite course. Lack of prerequisites may not be used as a basis for an appeal. If you are found to be ineligible for a course, you may be removed from it at any time and you will receive no adjustment to your fees. This decision cannot be appealed. If you find that you do not have the course prerequisites, it is in your best interest to drop the course well before the end of the add/drop period. Your prompt attention to this matter will not only help protect your academic record, but will ensure that spaces become available for students who require the course in question for graduation. Office of the Dean, Faculty of Social Science

### 2. POLICY ON ACCOMMODATION FOR MEDICAL ILLNESS

The University recognizes that a student's ability to meet his/her academic responsibilities may, on occasion, be impaired by medical illness. In order to ensure fairness and consistency for all students, academic accommodation shall be granted only in those cases where there is documentation indicating that the student was seriously affected by illness and could not reasonably be expected to meet his/her academic responsibilities. [Documentation shall be submitted, as soon as possible, to the appropriate Dean's office \(the Office of the Dean of the student's Faculty of registration/home Faculty\) together with a request for relief specifying the nature of the accommodation being requested](#). For further information please refer to the Academic Handbook, Policy on Accommodation for Medical Illness [<http://studentservices.uwo.ca/secure/index/cfm>].

### 3. LATE ASSIGNMENTS/ESSAYS

If there is a medical reason for late submission, University Policy as outlined in the Handbook will be followed. [In cases requesting non-medical accommodation, documentation must be provided by the student directly to the appropriate Faculty Dean's Office and NOT to the Professor](#). In cases where accommodation has not been requested, or has been denied, a penalty of [two percentage points per day \(including weekends\)](#) will be applied for submissions after the deadline .

**PLEASE NOTE:** Out of fairness to the other students the late penalty will be applied strictly **NO EXCEPTIONS** will be made.

**PLEASE NOTE: NO SUBMISSION WILL BE ACCEPTED AFTER 5PM JULY 23, 2011.**

### 4. PLAGIARISM

Plagiarism is a serious academic offence. The Department's Policy and Guidelines on Plagiarism are outlined in the Appendix. Please review these carefully.

## LECTURE SCHEDULE

### FIRST TERM

**Unit One: Legitimacy, Authority, the State and Public Administration) and  
Unit Two: Is Bureaucratic Power A Threat? (four explanatory models) (May 9- May 21)**

Adam Smith and the Role of Government  
Public Administration and Bureaucracy  
Legitimacy, Authority and Institutions  
Theories of Administration: Weber, Marx, Wilson, Elitism  
The New Public Management

**Readings: Public Administration, pgs. 1 – 41, 63 – 76, 499 - 507**

**Unit Three: Parliamentary Government and the system of Responsible Government and  
Administrative Accountability (May 22- May 28)**

Responsible Government, Accountability and Answerability  
Public Administration and the Rule of Law

**Readings: Public Administration, pgs. 77 – 114**

**Unit Four: Public Administration and Productivity (May 30- June 4)**

The Meaning of Work  
Organization and Productivity  
Motivation and Productivity  
Organizational Design, Leadership

**Readings: Public Administration, pgs. 41 - 62**

**Unit Five: The New Public Management (June 5-June 12)**

Globalization and the New World Order  
The Iron Lady: Political Will and Administrative Reform  
Reinventing Government? Rethinking Government?  
Canadians and Ontological Security

**Readings: Public Administration, pgs. 63 – 76, 305 – 336, 508-512**

**Unit Six: Public Policy (June 13-June 19)**

Public Policy and Policy Formulation  
Problem Definition and Policy Design  
Policy Evaluation  
The Choice of Instruments  
Street Level Bureaucracy

**Readings: Public Administration, pgs. 199 – 258, 483 - 498**

### SECOND TERM

**Unit Seven: Federalism and Administrative Complexity (June 20-June 26)**

Federalism: Cooperative, Competitive, Contested  
Federalism: Federal, Provincial and Local Government Administration  
Organizational Forms: Departments, Central Agencies, Public Enterprise and Regulatory  
Agencies  
Parliamentary Actors

**[Note: Lecture 25 has been removed.]**

**Readings: Public Administration, pgs. 101 – 198**

**Unit Eight: Public Administration and Extra Parliamentary Actors: The Problems of Governance (June 27-July 3)**

Extra parliamentary Actors  
Collective Decision Making and Collective Responsibility  
The Problems of Control and Coordination

**Readings: Public Administration, pgs. 115 - 162**

**Unit Nine: Financial Management (July 4-July 10)**

Fiscal Federalism  
Budgets as Policy Making  
Budgets as Management  
Bureaucratic Power and Budget Growth

**Readings: Public Administration, pgs. 321 - 366, 448 - 464**

**Unit Ten: The Management of Resources (July 11-July 17)**

Horizontality and Restructuring the Public Service  
The Management of Human Resources  
Representative Bureaucracy  
Collective Bargaining  
Program Management  
Information Management and Privacy Issues

**Readings: Public Administration, pgs. 259 - 362, 465 - 482**

**Unit Eleven: The Public Interest, Ethics (July 18-July 24)**

The Public Interest  
Organizational Culture  
Ethics and Honour  
Responsible government and administrative accountability

**Readings: Public Administration, pgs. 337 - 394**

**Unit Twelve: Continuing Issues In Public Administration (July 25-July 28)**

Corporatism, Citizenship and Public Administration  
Public Administration and Democratic Government in Canada

**Readings: Public Administration, pgs. 395 - 422**

## CASE STUDY: THE FOUR MILLION DOLLAR TYPO

Due: **MAY 27, 2011**

Length: **1000 words**

Value: **20%**

**DISREGARD INTRODUCTORY POINTS** on pages **515-516** of your text book. The purpose of the case study is to develop writing skills; to develop the skill of critical analysis; and to expand your knowledge and understanding of common problems in public administration.

**You are expected to write a thoughtful Case Study Analysis submission which:**

- Identifies a major administrative issue, obstacle or problem;
- Explains its significance; and
- Comments on why it occurred.

**Things to keep in mind when analyzing a case study:**

- Read the case carefully and make notes of any terms which are unfamiliar.
- Consult the index of the Inwood textbook for information on terms and concepts.
- The material you will require is in your text and lectures—additional research is neither required nor expected.
- After reading and thinking about the case identify one of the major administrative issues, obstacles or problems in the case.
- It is not necessary to offer a solution to the issue, obstacle or problem. It is important to understand why it happened.
- In analyzing these issues, obstacles or problems please remember to **look below the surface** and go beyond simply stating the obvious or describing what happened in the case.
- If you think you have a solution to the issues, obstacle or problem be sure to carefully consider unexpected outcomes of your solution. Remember, many issues, obstacles or problems have no ideal solution; each potential solution has its own problems, costs, disadvantages.

On pages **517-519**, you will find a **list of questions on all the case studies**. You may want to try and answer one of the questions raised in the four million dollar typo or you may want to use a question to probe the case for a deeper understanding. The list of questions is by no means exclusive: there are other important administrative issues, obstacles and problems in each case.

**SUBMIT AS E-MAIL ATTACHMENT BY 5 PM ON MAY 27, 2011 TO:  
vamvakas@sympatico.ca.**

**APPENDIX TO UNDERGRADUATE COURSE OUTLINES  
DEPARTMENT OF POLITICAL SCIENCE**

**Prerequisite checking - the student's responsibility**

"Unless you have either the requisites for this course or written special permission from your Dean to enroll in it, you may be removed from this course and it will be deleted from your record. This decision may not be appealed. You will receive no adjustment to your fees in the event that you are dropped from a course for failing to have the necessary prerequisites."

**Essay course requirements**

With the exception of 1000-level courses, most courses in the Department of Political Science are essay courses. Total written assignments (excluding examinations) will be at least 3,000 words in Politics 1020E, at least 5,000 words in a full course numbered 2000 or above, and at least 2,500 words in a half course numbered 2000 or above.

**Use of Personal Response Systems ("Clickers")**

"Personal Response Systems ("clickers") may be used in some classes. If clickers are to be used in a class, it is the responsibility of the student to ensure that the device is activated and functional. Students must see their instructor if they have any concerns about whether the clicker is malfunctioning.

Students must use only their own clicker. If clicker records are used to compute a portion of the course grade:

- the use of somebody else's clicker in class constitutes a scholastic offence,
- the possession of a clicker belonging to another student will be interpreted as an attempt to commit a scholastic offence."

**Security and Confidentiality of Student Work** (refer to current *Western Academic Calendar* (<http://www.westerncalendar.uwo.ca/>))

"**Submitting or Returning Student Assignments, Tests and Exams** - All student assignments, tests and exams will be handled in a secure and confidential manner. Particularly in this respect, leaving student work unattended in public areas for pickup is not permitted."

**Duplication of work**

Undergraduate students who submit similar assignments on closely related topics in two different political science courses must obtain the consent of both instructors prior to the submission of the assignment. If prior approval is not obtained, each instructor reserves the right not to accept the assignment.

**Grade adjustments**

In order to ensure that comparable standards are applied in political science courses, the Department may require instructors to adjust final marks to conform to Departmental guidelines.

**Academic Offences**

"Scholastic offences are taken seriously and students are directed to read the appropriate policy, specifically, the definition of what constitutes a Scholastic Offence, at the following Web site:

<http://www.uwo.ca/univsec/handbook/appeals/scholoff.pdf>."

## Submission of Course Requirements

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THE MAIN OFFICE DOES NOT DATE-STAMP OR ACCEPT ANY OF THE ABOVE.

Note: Information excerpted and quoted above are Senate regulations from the Handbook of Scholarship and Academic Policy. <http://www.uwo.ca/univsec/handbook/>

Students registered in Social Science should refer to <http://counselling.ssc.uwo.ca/> <http://counselling.ssc.uwo.ca/procedures/havingproblems.asp> for information on Medical Policy, Term Tests, Final Examinations, Late Assignments, Short Absences, Extended Absences, Documentation and other Academic Concerns. Non-Social Science students should refer to their home faculty's academic counselling office.

## Plagiarism

"Plagiarism: Students must write their essays and assignments in their own words. Whenever students take an idea, or a passage from another author, they must acknowledge their debt both by using quotation marks where appropriate and by proper referencing such as footnotes or citations. Plagiarism is a major academic offence." (see Scholastic Offence Policy in the Western Academic Calendar).

**Plagiarism Checking:** "All required papers may be subject to submission for textual similarity review to the commercial plagiarism detection software under license to the University for the detection of plagiarism. All papers submitted for such checking will be included as source documents in the reference database for the purpose of detecting plagiarism of papers subsequently submitted to the system. Use of the service is subject to the licensing agreement, currently between The University of Western Ontario and Turnitin.com ( <http://www.turnitin.com> )."

**Multiple-choice tests/exams:** "Computer-marked multiple-choice tests and/or exams may be subject to submission for similarity review by software that will check for unusual coincidences in answer patterns that may indicate cheating."

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### **PLAGIARISM\***

In writing scholarly papers, you must keep firmly in mind the need to avoid plagiarism. Plagiarism is the unacknowledged borrowing of another writer's words or ideas. Different forms of writing require different types of acknowledgement. The following rules pertain to the acknowledgements necessary in academic papers.

**A. In using another writer's words, you must both place the words in quotation marks and acknowledge that the words are those of another writer.**

You are plagiarizing if you use a sequence of words, a sentence or a paragraph taken from other writers without acknowledging them to be theirs. Acknowledgement is indicated either by (1) mentioning the author and work from which the words are borrowed in the text of your paper; or by (2) placing a footnote number at the end of the quotation in your text, and including a correspondingly numbered footnote at the bottom of the page (or in a separate reference section at the end of your essay). This footnote should indicate author, title of the work, place and date of publication, and page number.

Method (2) given above is usually preferable for academic essays because it provides the reader with more information about your sources and leaves your text uncluttered with parenthetical and tangential references. In either case words taken from another author must be enclosed in quotation marks or set off from your text by single spacing and indentation in such a way that they cannot be mistaken for your own words. Note that you cannot avoid indicating quotation simply by changing a word or phrase in a sentence or paragraph which is not your own.

**B. In adopting other writers' ideas, you must acknowledge that they are theirs.**

You are plagiarizing if you adopt, summarize, or paraphrase other writers' trains of argument, ideas or sequences of ideas without acknowledging their authorship according to the method of acknowledgement given in 'A' above. Since the words are your own, they need not be enclosed in quotation marks. Be certain, however, that the words you use are entirely your own; where you must use words or phrases from your source, these should be enclosed in quotation marks, as in 'A' above.

Clearly, it is possible for you to formulate arguments or ideas independently of another writer who has expounded the same ideas, and whom you have not read. Where you got your ideas is the important consideration here. Do not be afraid to present an argument or idea without acknowledgement to another writer, if you have arrived at it entirely independently. Acknowledge it if you have derived it from a source outside your own thinking on the subject.

In short, use of acknowledgements and, when necessary, quotation marks is necessary to distinguish clearly between what is yours and what is not. Since the rules have been explained to you, if you fail to make this distinction your instructor very likely will do so for you, and they will be forced to regard your omission as intentional literary theft. Plagiarism is a serious offence which may result in a student's receiving an 'F' in a course or, in extreme cases in their suspension from the University.

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Adopted by the council of the Faculty of Social Science, October, 1970; approved by the Dept. of History August 13, 1991

**Accessibility at Western**

Please contact [poliscie@uwo.ca](mailto:poliscie@uwo.ca) if you require any information in plain text format, or if any other accommodation can make the course material and/or physical space accessible to you.



## RESEARCH ESSAY

**Length:** 4000 words

**Value:** 40%

**Due:** July 5, 2011

Please select one of the topics outlined below.

Consider your **text** and **lectures** to be a **starting point**.

Essays must fully utilize at least an **additional six academic sources**.

When researching look at the bibliographies of your initial sources, they can provide other useful references.

Academic sources include books, articles from professional and academic journals, and other peer-reviewed publications.

The following are **NOT considered to be academic sources**: news magazines such as Time and MacLean's, newspapers, videos, personal interviews, and many websites.

The essay will be graded more stringently than the case studies.

**Style**, the **quality** of the **arguments**, and the degree of **originality** will all count towards the grade of your paper.

Make sure to **examine issues and questions thoroughly—flesh out arguments**—present more than one side while supporting one.

Give yourself time to re-think the paper—in other words try to finish it earlier so that you can go over it after a few days. This is difficult, but try.

## ESSAY TOPICS

1. New public management can be considered to be both a panacea and a plague to public administration. Discuss critically by comparing two policy areas.

2. In our society, there is a significant expectation that one receives a job largely on the basis of merit, this has led some to describe Western society as a meritocracy. Discuss critically in *terms* of **public administration**.

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