

Western University  
Department of Political Science  
**Foundations of Public Administration**  
Political Science 2546F-001  
Fall 2023

Instructor: Dr. Joseph Lyons  
Office: SSC 7215  
Office hours: Wednesdays 1:30-3:30pm, or by appointment  
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### **Course Information**

**Course Description:** This course explores many of the inner workings of government. Students will be introduced to selected research and issues in public administration in the context of Canada's federal system. Topics include the machinery of government, the politics-administration dichotomy, intergovernmental relations, representative bureaucracy, accountability, and alternative service delivery, among others.

**Learning Outcomes:** By the end of this course, students will have developed a good understanding of the basic theories and concepts in public administration and be able to apply them to the Canadian context. They will be equipped with tools to help make them informed observers of government.

**Course Organization:** Weekly meetings occur on Thursdays beginning at 2:30pm. Classes will consist of a combination of lectures and class discussions. Tutorials will follow, as scheduled below, at 4:30pm.

**Anti-Requisite:** Political Science 2246E

**COVID-19 Contingency Plan:** In the event of a COVID-19 resurgence during the term that necessitates the course delivery moving away from face-to-face interaction, affected course content will be delivered entirely online, either synchronously (i.e., at the times indicated in the timetable) or asynchronously (e.g., posted on OWL for students to view at their convenience). The grading scheme will **not** change. Any remaining assessments will also be conducted online as determined by the course instructor.

### **Readings and Materials:**

#### *Required Textbooks*

Johnson, David. 2022. *Thinking Government: Public Administration and Politics in Canada*, 5<sup>th</sup> edition. Toronto: University of Toronto Press. (Hereafter referred to as Johnson.)

*POL 2546F Foundations of Public Administration: Western University Custom Second Edition.*  
Toronto: Emond. (This custom book includes the case studies for tutorials.)

Both textbooks are available through the Book Store: [https://bookstore.uwo.ca/textbook-search?campus=UWO&term=W2023A&courses%5B0%5D=001\\_UW/POL2546F](https://bookstore.uwo.ca/textbook-search?campus=UWO&term=W2023A&courses%5B0%5D=001_UW/POL2546F).

All other assigned readings will be available through Western Libraries, the course's OWL site, or online. Assigned reading should be done **BEFORE** the class in which it is to be discussed.

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## **Course Requirements**

The final grade for this course will be composed of *four* components.

1. *Tutorials*. Tutorials begin on September 21<sup>st</sup>. Students will be informed of their tutorial room assignment by September 14<sup>th</sup>. Students in each tutorial room will be divided into smaller teams. Students will remain on the same team throughout the semester. During each tutorial meeting, teams will work through the assigned case study and case activities/discussion questions from the custom Emond book. Tutorials will be worth 15 percent of the final grade. The tutorial grade will consist of two components: *Individual Contribution* and the submission of a *Case Studies Journal*. Tutorial attendance is mandatory and will be monitored. Students may miss **ONE** tutorial without penalty. The *Individual Contribution* grade will be based partly on peer assessment. At the end of class on December 7, 2023, each team will submit their *Case Studies Journal*, which will consist of their written answers to all case activities/discussion questions assigned throughout the semester. Students who miss more than four tutorials will receive a grade of zero on the *Case Studies Journal* component. More specific information and instructions will be provided in class and on OWL.

2. *Mid-term Test*. An in-class test will be held on **October 19, 2023**. This will be a multiple-choice test based on the material covered up to that point.

3. *Critical Article Analysis*. Students must write and submit a critical review of a highly cited public administration journal article. Further instructions and the list of approved journal articles will be distributed in late September. The paper must be as close to 2,500 words as possible and is due at the beginning of class on **November 16, 2023**. Students are required to submit a hard copy to the instructor and an electronic copy through the course's OWL site for AI and plagiarism detection by Turnitin.com.

4. *Final Exam*. There will be a final exam during the December examination period. The final exam will be cumulative and consist of multiple choice and short- and/or long-answer questions.

## **Evaluation**

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|--|-----|--------------------------------|
| 1. <i>Tutorials</i> :                  | 15% |                                |
| a. <i>Individual Contribution</i> (7%) |     | Continuous                     |
| b. <i>Case Studies Journal</i> (8%)    |     | Due December 7, 2023 by 4:30pm |

2. <i>Mid-term Test</i> :	15%	October 19, 2023
3. <i>Critical Article Analysis</i> :	35%	Due November 16, 2023 by 2:30pm
4. <i>Final Exam</i> :	35%	As scheduled by the Registrar
100%		

**Late Penalty:** Overdue submissions will be penalized by 2 percent per day, weekends included. No assignment will be graded if it is submitted more than two weeks late. Extensions will only be granted in accordance with University policy.

**AI Policy:** The use of generative AI tools (such as ChatGPT, DALL-E, etc.) are not permitted in this course; therefore, any use of AI tools may be considered a [Scholastic Offence](#). The use of unauthorized AI tools may result in a failure to receive full grades, the need to resubmit the assignment, the need to orally present the assignment in office hours, or a failure to complete the requirements of the course.

**Religious Accommodations:** When a course requirement conflicts with a religious holiday that requires an absence from the University or prohibits certain activities, students should request accommodation for their absence in writing at least two weeks prior to the holiday to the course instructor and/or the Academic Counselling office of their Faculty of Registration. Please consult the University's list of recognized religious holidays (updated annually) at <https://multiculturalcalendar.com/ecal/index.php?s=c-univwo>.

**Accessible Education:** Students with disabilities are encouraged to contact Accessible Education, which provides recommendations for accommodation based on medical documentation or psychological and cognitive testing. The policy on Academic Accommodation for Students with Disabilities can be found at: [https://www.uwo.ca/univsec/pdf/academic\\_policies/appeals/AcademicAccommodation\\_disabilities.pdf](https://www.uwo.ca/univsec/pdf/academic_policies/appeals/AcademicAccommodation_disabilities.pdf).

**Medical Illness Accommodations:** For work totalling 10% or more of the final course grade, you must provide valid medical or supporting documentation to the Academic Counselling Office of your Faculty of Registration as soon as possible. For further information, please consult the University's medical illness policy at: [https://www.uwo.ca/univsec/pdf/academic\\_policies/appeals/accommodation\\_medical.pdf](https://www.uwo.ca/univsec/pdf/academic_policies/appeals/accommodation_medical.pdf). The Student Medical Certificate is available at [https://www.uwo.ca/univsec/pdf/academic\\_policies/appeals/medicalform.pdf](https://www.uwo.ca/univsec/pdf/academic_policies/appeals/medicalform.pdf).

For the *Critical Article Analysis*, an alternative deadline will be determined by the instructor based on the recommendations of the Academic Counselling Office. For the *Mid-term Test*, a make-up exam will be scheduled by the instructor on a date that aligns with the recommendations of the Academic Counselling Office.

**Absences from Final Examinations:** If you miss the Final Exam, please contact the Academic Counselling office of your Faculty of Registration as soon as you are able to do so. They will assess your eligibility to write the Special Examination (the name given by the University to a make-up Final Exam). You may also be eligible to write the Special Exam if you are in a "Multiple Exam Situation" (e.g., more than 2 exams in 23-hour period, more than 3 exams in a 47-hour period).

**Note:** Missed work can only be excused through one of the mechanisms above. Being asked not to attend an in-person course requirement due to potential COVID-19 symptoms is not sufficient on its own. Students should check the Western website to see what directives for Covid are to be followed. Western has been and will continue to follow directives established by the Middlesex-London Health Unit. That directive will state whether students should or should not come to campus/class and any other requirements (e.g., masks are mandatory). Please check on your own and do not email the instructor, the Department Undergraduate Advisor/Coordinator or the Faculty of Social Science Academic Counselling Office.

\*All students are also expected to read this [Appendix](#) concerning these and other Department of Political Science policies.\*

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### **Course Schedule and Required Readings**

- Sept. 7            **Introduction and Overview**
- Sept. 14          **What is Public Administration?**  
Readings:        Inwood, Gregory. 2012. *Understanding Canadian Public Administration: An Introduction to Theory and Practice*, 4<sup>th</sup> ed. Toronto: Pearson, pp. 1-25  
                         Johnson, chap. 1 and pp. 169-182.
- Sept. 21          **Bureaucracy I: Foundational Theories and Early Practice**  
Readings:        Barker, Paul and Tim Mau. 2017. *Public Administration in Canada*, 2<sup>nd</sup> ed.  
                         Toronto: Nelson, pp. 29-51.  
                         Johnson, pp. 182-210, 266-272.
- Tutorial 1**        Ch. 1, “Blowing the Whistle” (Spicer et al.)
- Sept. 28          **Bureaucracy II: Contemporary Theories and Practice**  
Readings:        Johnson, Chs. 8, 2, and pp. 272-275.
- Tutorial 2**        Ch. 2, “The Civil Service in the Westminster Tradition” (Clarke).
- Oct. 5            **The Executive and the Bureaucracy**  
Reading:          Johnson, pp. 81-112, 138-166.
- Tutorial 3**        Ch. 3, “The Machinery and Organizing of Government” (Lindquist).
- Oct. 12          **The Legislature, the Judiciary, and the Bureaucracy**  
Readings:        Johnson, 345-365  
                         Thomas, Paul. 2018. “Parliament and the Public Service.” In Christopher  
                         Dunn, ed. *The Handbook of Canadian Public Administration*, 3<sup>rd</sup> ed, pp.  
                         142-165. Toronto: Oxford University Press.
- Oct. 19          **\*Mid-Term Test\***

- Oct. 26           **Federalism and Intergovernmental Relations**  
 Readings:       Wallner, Jennifer. 2020. “Practices of Canadian Federalism.” In James Bickerton and Alain Gagnon, eds. *Canadian Politics*, 7<sup>th</sup> ed., pp. 147-169. Toronto: University of Toronto Press.  
                       Papillon, Martin. 2020. “The Two Faces of Treaty Federalism.” In James Bickerton and Alain Gagnon, eds. *Canadian Politics*, 7<sup>th</sup> ed., pp. 217-234. Toronto: University of Toronto Press.
- Tutorial 4**       Ch. 4, “The Charter of Rights and Freedoms, the Supreme Court of Canada, and Public Policy” (Kelly).
- Nov. 2            **\*No Class – Fall Reading Week\***
- Nov. 9            **Public Finance**  
 Reading:         Johnson, Ch. 6
- Tutorial 5**       Ch. 5, “Balancing the Budget” (Spicer et al.).
- Nov. 16          **Senior Leadership**  
 Reading:         Johnson, pp. 127-138, Ch. 10  
                       Siegel, David. 2010. The Leadership Role of the Municipal Chief Administrative Officer. *Canadian Public Administration* 53 (2): 139-61.
- Tutorial 6**       Ch. 6, “Hiring a CAO” (Spicer et al.).
- Nov. 23          **Street-Level Bureaucrats, Representative Bureaucracy, and Employment Equity**  
 Readings:       Johnson, pp. 253-266, 275-298.  
                       Lipsky, Michael. 1980. The Critical Role of Street-Level Bureaucrats. In *Street Level Bureaucracy: Dilemmas of the Individual in Public Services*, pp. 3-12. New York: Russell Sage Foundation.
- Tutorial 7**       Ch. 7: “Responding to the Recommendations of the Truth and Reconciliation Commission” (Spicer et al.).
- Nov. 30          **Accountability and Service Delivery Alternatives**  
 Readings:       Johnson, pp. 112-124, 329-345  
                       Barker, Paul and Tim Mau. 2017. *Public Administration in Canada*, 2<sup>nd</sup> ed. Toronto: Nelson, pp. 143-159
- Tutorial 8**       Ch. 8, “Debating Privatization” (Spicer et al.).
- Dec. 7            **Exam Review and Case Studies Journal Submission**
- Final Exam as Scheduled by Registrar**