

Western University
Department of Political Science
Public Administration
Political Science 2546F-001
Fall 2026

Instructor: Dr. Joseph Lyons
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Course Information

Course Description: This course explores the internal 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 theories of organizations, ministerial responsibility, federalism, leadership, representative bureaucracy, accountability, and alternative service delivery, among others.

Learning Outcomes: By the end of this course, students will have developed a sound understanding of the basic theories and concepts in public administration and will be able to apply them to the Canadian context. They will be equipped with tools to help make them informed observers of government. Students will also refine and sharpen their communication and research skills through class discussions, tutorials, and analytical assignments.

Course Organization: Weekly meetings occur on Thursdays beginning at 2:30pm. Classes will consist of a combination of lectures and class discussions. Tutorials follow at 4:30pm on the dates indicated in the course schedule.

Antirequisite: Political Science 2246E

Readings and Materials:

There are two required textbooks.

- 1) Inwood, Gregory J. 2025. *Understanding Canadian Public Administration: An Introduction to Theory and Practice*, 5th edition. University of Toronto Press. (Hereafter referred to as Inwood.)

[Western Libraries](#) has an e-book copy of Inwood that allows for one user to access at a time. A paperback version of Inwood is also on reserve at Weldon Library.

- 2) Bourgon, Jocelyne. 2026. *A Public Servant's Voice: Through the Words of the First Woman Clerk for the Privy Council of Canada*. University of Toronto Press. (Hereafter referred to as Bourgon.)

Students have full and unlimited access to a digital copy of Bourgon through [Western Libraries](#) and Weldon has a paperback version available as a regular loan item.

Both textbooks are available in paperback or as e-books through the Book Store:
https://bookstore.uwo.ca/textbook-search?campus=UWO&term=W2026A&courses%5B0%5D=001_UW/POL2546F.

All other assigned readings will be available through Western Libraries, the course's OWL Brightspace site (<https://westernu.brightspace.com/>), or online. Assigned reading should be done **BEFORE** the class in which it is to be discussed.

If students need assistance with Brightspace, they can seek support on the [OWL Brightspace Help](#) page. Alternatively, they can contact the [Western Technology Services Helpdesk](#) online or by phone at 519-661-3800 for technical support. Current versions of all popular browsers (e.g., Safari, Chrome, Edge, Firefox) are supported with Brightspace; what is most important is that you update your browser frequently to ensure it is current. All JavaScript and cookies should be enabled.

Course Requirements

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

1. Tutorials. Tutorials begin on September 24th. Students will be informed of their tutorial-room assignment by September 17th. Students in each tutorial will be divided into smaller teams and will remain on the same team throughout the semester. During tutorials, teams will work on a specific aspect of an [ImpactLab London](#) project on navigating London's workforce support system. A key aim of this project will be to provide design recommendations for a unified, user-centred navigation tool for local job seekers and entrepreneurs.

The tutorial grade will consist of two components: *Individual Contribution* and *Team Submission*. 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 3, 2026**, each team will submit their *Team Submission*. A student who misses **three** tutorials (one permitted absence + two additional absences without academic consideration) will receive a grade of zero on the *Team Submission* component. More specific information and instructions will be provided in class and on Brightspace.

*Please note that students needing to be excused from an additional tutorial – on top of the one permitted absence – can request academic consideration by completing a request through the Student Absence Portal. **Students are permitted one academic consideration request per course per term without supporting documentation.***

Tutorial teams are expected to submit their Team Submission by the deadline of December 3rd at 4:30pm. Should extenuating circumstances arise, students do not need to request academic

*consideration and tutorial teams are permitted to submit their assignment up to 4:30pm on December 6, 2026 (72 hours past the deadline) without a late penalty. **No Team Submission submitted more than 72 hours past the deadline will be graded.***

2. *In-Class Test. ***Designated Assessment**** The *In-Class Test* will be held during class time on **October 22, 2026**. This test will consist of short- and/or long-answer questions based on the material covered up to that point.

*Please note that the In-Class Test is considered to be central to the learning objectives for this course (designated assessment). Accordingly, students seeking academic consideration for this assessment will be required to make a request through the Student Absence Portal with **formal supporting documentation**. Students who are granted academic consideration for this assessment will be provided with the opportunity to take a makeup test on **Friday, October 30, 2026, at 10am**. Students **must not** make academic consideration requests to the instructor directly.*

3. *In-Class Assignment.* Students must complete and submit a hand-written assignment during class time on **November 19, 2026**. Students will be provided with a list of possible topics, but not the specific questions that will appear on the assignment, by October 29th. The questions will require students to demonstrate their knowledge and critical thinking skills through the synthesis of course material – no outside research is necessary. Each student will be allowed to bring their own single-sided notes page with them to class as an assignment aid. Notes pages **must** have normal margins (2.54 cm on all sides) and must be single-spaced and typed in 12-point Times New Roman font. They do not need to be written in full sentences and paragraphs – point form and abbreviations are fine. Notes pages will be subject to review by the instructor and/or teaching assistants and must be submitted alongside the assignment. Notes pages that do not comply with these requirements will be confiscated. More specific information and instructions will be provided in class and on Brightspace.

*Please note that students who are granted academic consideration for this assessment will be provided with the opportunity to write a makeup assignment on **Friday, November 27, 2026, at 10am**. Students **must not** make academic consideration requests to the instructor directly. Students are permitted one academic consideration request per course per term without supporting documentation.*

4. *Final Exam.* There will be a *Final Exam* during the December examination period. The *Final Exam* will be cumulative and consist entirely of multiple-choice questions.

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 a Special Examination. A Special Examination is any examination other than the regular examination, and it may be offered only with the permission of the Dean of the Faculty in which the student is registered, in consultation with the instructor and Department Chair. Permission to write a Special Examination may be given on the basis of compassionate or medical grounds with appropriate supporting documents. To provide an opportunity for students to recover from the circumstances resulting in a Special Examination, the university has implemented Special

*Examination dates. These dates as well as other important information about examinations and academic standing can be found [here](#). Students **must not** make academic consideration requests to the instructor directly.*

****Wearable technology and smart glasses are prohibited during all assessments.****

***New* Procedure on makeup assessments for Social Science students and for courses offered by the Faculty of Social Science**

Effective September 1, 2026

Students who miss a regularly scheduled test/quiz, mid-term, or final exam may request academic consideration through the [Student Absence Portal](#). (This policy also applies to the in-class assignment, which is a form of a test.)

If academic consideration is granted, students should consult the course outline for information regarding how the missed assessment will be addressed and follow any instructions provided by the instructor. At the instructor's discretion, the weight of a missed test/quiz or mid-term may be transferred to another assessment in the course, including the final exam, rather than requiring a makeup assessment. Reweighting is not available for missed final exams.

Students are entitled to **one makeup assessment opportunity** for a missed test/quiz, mid-term, or final exam supported by approved academic consideration. **No additional makeup opportunities will be provided.** Makeup assessments represent the final opportunity to complete a missed course assessment.

What happens if I miss a makeup assessment as a Social Science student or in a course offered by the Faculty of Social Science?

Students who miss a makeup assessment are not eligible for an additional makeup opportunity. Depending on their circumstances, they may:

1. Remain enrolled in the course and accept a grade of zero on the missed makeup assessment. Students should consult the course outline and calculate whether they can still achieve a passing grade in the course.
2. Withdraw from the course through [Student Center](#) before the [published drop deadline](#). A course dropped before the deadline will result in a withdrawal (WDN) without academic penalty. Part-time students should consult the Registrar's Office [refund schedule](#) to determine whether a tuition refund is available. Students enrolled full-time in 4.0-5.0 courses are generally not eligible for tuition refunds when a course is dropped.
3. If the published drop deadline has passed and the missed makeup assessment is supported by appropriate documentation, students may submit their documentation through the [Student Absence Portal](#) to request a **WDN (withdrawal without academic penalty)**. Approval is not automatic and remains subject to Faculty review. Requests for a second makeup assessment will not be considered.

Students are encouraged to carefully consider their ability to complete a makeup assessment as scheduled, as no further opportunities to complete the missed work will be available.

Evaluation

1. <i>Tutorials:</i>	15%	
a. <i>Individual Contribution (7%)</i>		Continuous
b. <i>Team Submission (8%)</i>		Due December 3, 2026 by 4:30pm
2. <i>In-Class Test:</i>	25%	October 22, 2026 @ 2:30pm
3. <i>In-Class Assignment:</i>	30%	November 19, 2026 @ 2:30pm
4. <i>Final Exam:</i>	30%	As scheduled by the Registrar
	100%	

Grading and Grade Adjustments: The Department of Political Science has a policy that undergraduate final course grades will only be rounded to the next whole grade if they end at 0.5 or higher; otherwise, they will be rounded down.

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.

Non-medical and medical accommodation: The university's policy on academic considerations is described here:

https://www.uwo.ca/univsec/pdf/academic_policies/appeals/academic_consideration_Sep24.pdf.

This policy requires that all requests for academic considerations must be accompanied by a self-attestation. More information on academic consideration and the Student Absence Portal is available here: https://registrar.uwo.ca/academics/academic_considerations/index.html#cannot.

Students registered in the Faculty of Social Science should refer to <https://www.advising.ssc.uwo.ca/index.html> 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.

Please note that any academic considerations granted in this course will be determined by the instructor, in consultation with the academic advisors in your faculty of registration, in accordance with information presented in this course outline.

Scholastic Offences: Scholastic offences are taken seriously, and students are directed to read the appropriate policy, specifically, the definition of what constitutes a scholastic offence: https://www.uwo.ca/univsec/pdf/academic_policies/appeals/scholastic_offences_26SEP.pdf.

Plagiarism: Plagiarism involves reliance on the work of another author without attribution. Students must compose their own essays and assignments, in their own words. Whenever students incorporate an idea, or a passage, or data from another author, they must fully acknowledge this by using quotation marks where appropriate and by properly citing the borrowed material.

Plagiarism can be direct, involving straightforward copying of an author's work without providing both attribution and quotation marks. It can be less direct, involving lightly

paraphrasing an author's work, rearranging their sentences while maintaining the same general structure and meaning, or stitching together material from two or more sources — these would count as plagiarism even with the source or sources identified, as they rely too heavily upon the way the author or authors chose to present their ideas. Take note that students may satisfactorily write up an author's ideas in their own words but then neglect to cite the source or sources of the ideas, which also counts as plagiarism. And students may plagiarize themselves by submitting work they have previously submitted in other courses.

Plagiarism is a major academic offence, one which is taken seriously at Western. See Scholastic Offence Policy (above) and the Procedure for Undergraduate Scholastic Offences for more detail:

https://www.uwo.ca/univsec/pdf/academic_policies/appeals/undergrad_scholastic_offence_procedure.pdf.

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](https://www.turnitin.com).

Duplication of Work: Undergraduate students who submit similar assignments on closely related topics in two different 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.

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.

Statement on the use of Artificial Intelligence (AI): The use of generative AI tools in this course is permitted for brainstorming ideas, finding preliminary information about topics, checking for how assignments might be received by a potential grader, and improving grammar and style. The use of AI is *not* permitted for writing entire sentences, paragraphs, sections, or complete drafts of your assignments. It is essential that students critically evaluate AI-generated information, exercise independent thinking, and engage in original research to synthesize and develop their own ideas, arguments, and perspectives. The use of AI tools can serve as a starting point for exploration; however, students are expected to uphold academic integrity by appropriately attributing all sources and avoiding plagiarism. Assignments should reflect students' own thoughts and independent written work. When using AI, reliance on false citations (i.e., AI hallucinations) will also be considered as an academic offence. Although this doesn't involve plagiarizing from a specific author, it does involve inclusion of AI-generated material without proper attribution, and which simply may not exist to properly attribute. By adhering to these guidelines, students contribute to a responsible and ethical learning environment that promotes critical thinking and independent inquiry and supports the production of original written work.

If AI is used for one or more of the permitted uses listed above for individual or group assignments, a statement must be included at the end of the assignment, before the reference list, disclosing how it was used. This statement should be included under the heading, “**Artificial Intelligence (AI) Declaration**”. It must explain which AI tools were used, for what reasons, and acknowledge that the author has full responsibility for the contents of the assignment. Copies of all AI-generated content used in individual or group assignments must be saved and made available to the instructor or TAs if asked. Any assignment that is found to have used generative AI tools in unauthorized ways may result in a failure to receive full grades, the need to resubmit a revised version, or a grade of zero. If AI is not used at all, no declaration is needed. AI declarations will not be counted towards word limits. If in doubt about acceptable AI usage, please ask the instructor for clarification.

Security and Confidentiality of Student Work: 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.

Appeals: A student may request that a grade on a particular piece of work, or a final standing in a course or program, be changed, or a student may request an exemption from a Senate academic regulation. The subject of a request for relief can range from a waiver of progression requirements to accuracy of grades on examinations or assignments. Such a request can include questions of fairness or appropriateness of general grading practices and can be launched regardless of whether a record of the student's work exists. A student must submit their request for relief pursuant to the Procedure for Undergraduate Student Academic Requests for Relief: https://www.uwo.ca/univsec/pdf/academic_policies/appeals/undergrad_requests_for_relief_procedure.pdf.

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 an accommodation for their absence in writing to the course instructor and/or the academic advising office of their faculty of registration. This notice should be made as early as possible but not later than two weeks prior to the writing or the examination (or one week prior to the writing of the test).

Please visit the Diversity Calendars posted on the university's EDID website for the recognized religious holidays: <https://www.edi.uwo.ca>.

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/Academic%20Accommodation_disabilities.pdf.

Please contact accessibility@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. You can also visit their website here: <https://accessibility.uwo.ca/index.html>.

Support Services: Please visit the Social Science Academic Advising webpage for information on adding/dropping courses, academic considerations for absences, appeals, exam conflicts, and many other academic-related matters: <https://www.advising.ssc.uwo.ca/>.

Students who are in emotional/mental distress should refer to Mental Health@Western (<https://www.uwo.ca/health/mental-health/index.html>) for a complete list of options about how to obtain help.

The Office of Student Support & Case Management (<https://www.uwo.ca/health/case-management/index.html>) helps students who are experiencing challenges by facilitating a coordinated response at both the individual and community level.

Western is committed to reducing incidents of gender-based and sexual violence and providing compassionate support to anyone who has gone through these traumatic events. If you have experienced sexual or gender-based violence (either recently or in the past), you will find information about support services for survivors, including emergency contacts at <https://www.uwo.ca/health/gbsv/index.html>. To connect with a case manager or set up an appointment, please contact support@uwo.ca.

Course Schedule and Required Readings

Sept. 10	Introduction What is Public Administration?
Readings:	Inwood, chap. 1 (pp. 1-29); start of chap. 2 to end of 'Interpretations of Canadian Political Culture' (pp. 30-53). Bourgon, chap. 1.
Sept. 17	Bureaucracy I: Foundational Theories and Early Practice
Readings:	Inwood, start of chap. 3 to end of 'The Impact of Organization Theory' (pp. 71-107). Bourgon, chap. 2.
Sept. 24	Bureaucracy II: Contemporary Theories and Practice
Readings:	Inwood, chap. 3 from 'Contemporary Developments' to end of chap. (pp. 107-125). Lindquist, Evert A. and Jonathan Craft. 2024. "Canadian Public Sector Reform: Towards a Neo-Weberian State?" <i>Journal of Policy Studies</i> 39 (2): 21–36. https://doi.org/10.52372/jps39203 . Bourgon, chaps. 10 and 13.

Tutorial 1

Oct. 1	The Executive and the Bureaucracy
Reading:	Inwood, start of chap. 4 to end of 'Political Staff' (pp. 126-158); chap. 2 from 'The Interplay of Democracy, Political Culture, and the Institutions of Public Administration' to end of chap. (pp. 53-70).

Bourgon, chaps. 3 and 6.

Tutorial 2

Oct. 8 **The Legislature, the Judiciary, and the Bureaucracy**

Readings: Inwood, start of chap. 5 to end of 'The Law, the Courts, and the Administration of Justice' (pp. 177-184) and from 'Administrative Law' to end of chapter (pp. 206-220).

Thomas, Paul. 2018. "Parliament and the Public Service." In *The Handbook of Canadian Public Administration*, 3rd ed., edited by Christopher Dunn. Oxford University Press, pp. 143-165.

Bourgon, chap. 5.

Tutorial 3

Oct. 15 ***No Class – Fall Reading Week***

Oct. 22 ***In-Class Test***

Oct. 29 **Federalism and Intergovernmental Relations**

Readings: Inwood, chap. 5 from 'What is a Constitution?' to the end of 'Indigenous Self-Government' (pp. 184-206); chap. 10 (pp. 410-451).

Papillon, Martin. 2020. "The Two Faces of Treaty Federalism." In *Canadian Politics*, 7th ed., edited by James Bickerton and Alain Gagnon. University of Toronto Press, pp. 217-234.

Bourgon, chap. 4.

Tutorial 4

Nov. 5 **Public Finance**

Readings: Inwood, chap. 8 (pp. 322-353).

Bourgon, chap. 7.

Tutorial 5

Nov. 12 **Senior Leadership**

Readings: Siegel, David. 2010. "The Leadership Role of the Municipal Chief Administrative Officer." *Canadian Public Administration* 53 (2): 139-161.

Inwood, start of chap. 7 to end of 'The Public Service Today: An Overview' (pp. 269-287) and from 'Restructuring the Public Service: The Management View' to end of chap. (pp. 302-321).

Bourgon, chap. 9.

Tutorial 6

Nov. 19 ***In-Class Assignment***

Nov. 26 **Street-Level Bureaucrats, Representative Bureaucracy, and Employment Equity**

Readings: Inwood, chap. 7 from 'The Theory of Representativeness' to end of 'Public Servants and Politics' (p. 287-302).

Lipsky, Michael. 1980. *Street-Level Bureaucracy: Dilemmas of the Individual in Public Services*. Russell Sage Foundation, pp. 3-12. (skim).
Bourgon, chap. 8.

Tutorial 7

Dec. 3 **Accountability and Service Delivery Alternatives**

Readings: Inwood, chap. 9 (pp. 354-409); chap. 4 from 'Regulatory Agencies' to end of
 chap. (pp. 158-176).
 Bourgon, chap. 14.

Tutorial Team Submission due by 4:30pm

***Final Exam* as Scheduled by Registrar**