

The University of Western Ontario  
Public Administration  
POL 2246E-650  
2012-2013  
Professor N. A. Vamvakas

**CONTACT INFORMATION**

I am not stationed in London/UWO, the best way to reach me is by e-mail Monday-Friday 9am-5pm: [vamvakas@sympatico.ca](mailto:vamvakas@sympatico.ca)

Do NOT USE SAKAI to contact me—use only my sympatico e-mail.

Please remember to enter the course code (POL 2246 650) on the subject line of your e-mail.

You should check the announcement section of the Course page weekly—if there is any information I need to convey to you as a GROUP, I will use this venue.

Technical difficulties should be directed to the ITS Help Desk 519 661 3800  
<http://www.uwo.ca/its/helpdesk/>

**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**

Case Study: "The Deputy Minister's Day"	20%	November 8, 2012
Essay	40%	February 6, 2013
Final Exam	40%	April 2013/TBA

**1. Case Study: "The Deputy Minister's Day"**

Detailed instructions are on [page 5 of the syllabus](#).

**2. Essay**

Detailed instructions along with [essay topics](#) are found on [page 6 of this syllabus](#).

Submit each of the above as e-mail attachment by 5pm on the date indicated to: [vamvakas@sympatico.ca](mailto:vamvakas@sympatico.ca).

### 3. Final Examination

A 2 hour examination will be held during the April Final Examination Period (TBA). Format is short answers and essays. The final exam will **COVER** the **ENTIRE COURSE**.

**Detailed instructions** are found on **pages 7-8 of this syllabus**.

**Please note** that students who have not submitted both the Case Study and the Essay are not eligible to write the final exam in this course.

### 4. Discussion board/Forum

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 by the student directly 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 above 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 will be applied for submissions after the deadline.**

**Please note: no submission will be accepted after March 31, 2013.**

### 4. PLAGIARISM

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

## LECTURE SCHEDULE

### First Term Lectures

**Unit One: Legitimacy, Authority, the State and Public Administration) and  
Unit Two: Is Bureaucratic Power A Threat? (four explanatory models) (Sept. 6- Oct. 5)**

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 (Oct. 6- 19)**

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

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

**Unit Four: Public Administration and Productivity (Oct. 20- Nov. 2)**

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 (Nov. 3 - Nov. 16)**

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 (Nov. 17- Dec. 5)**

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 Lectures

**Unit Seven: Federalism and Administrative Complexity (Jan. 7 - Jan. 31)**

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 (Feb. 1 - Feb. 8)**

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 (Feb. 9- Feb. 15)**

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 (Feb. 16 - Mar. 15)**

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 (Mar. 16 - Mar. 30)**

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 (Mar. 31-Apr. 11)**

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

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

## CASE STUDY: THE DEPUTY MINISTER'S DAY

**Length:** 1000 words

**Value:** 20%

**Due:** November 8, 2012 5pm

Please **disregard introductory points** on pages **515-516** of your text book. The purpose of the case studies 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.

Your text offers nine case studies in total (page 520 onwards); you are **ONLY** required to submit **The Deputy Minister's Day**.

**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.

**The case study is an analytical synopsis written in essay format and will be graded for style, content and analysis.**

**Case studies which describe, but do not analyze the case will be graded C+ or lower.**

**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.
- ★ Embed your analysis in theoretical concepts found in the course material.
- ★ It is not necessary to offer a solution to the issue, obstacle or problem. It is important to understand why it happened.
- ★ **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. For example, will it increase costs or reduce efficiency? 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 the case studies**. These should **help you to critically consider the cases**. You may want to try and answer one of the questions or you may want to use a question to probe the case for a deeper understanding.

**Submit as e-mail attachment on November 8, 2012 by 5 pm to: [vamvakas@sympatico.ca](mailto:vamvakas@sympatico.ca)**

**Note: Late penalty begins at 5:01 pm on the day the assignment is due.**

## RESEARCH ESSAY

**Length:** 4000 words

**Value:** 40%

**Due:** February 6, 2013 5pm

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.**

Make sure that you **search the syllabus** for areas that deal with your essay topic—**look ahead.**

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 your arguments—present more than one side while supporting one.

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

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.

I do not have a preference as to citation style.

## ESSAY TOPICS

1. New public management can be considered to be both a panacea and a plague to public administration. Discuss both sides 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*.

**Submit as e-mail attachment February 6, 2013, 5pm to: [vamvakas@sympatico.ca](mailto:vamvakas@sympatico.ca)**

**Note: the late penalty begins at 5:01 pm on the day due.**

# FINAL EXAM—APRIL 2013

## PREPARATION/INSTRUCTIONS

### I. MATERIAL TO FOCUS ON:

#### **(i) Key Terms/Part A of the Exam**

##### **Terms to Learn:**

- Max Weber
- Woodrow Wilson
- Marx and Engels on Bureaucratic Power
- New Public Management
- Street Level Bureaucrats
- Central Agencies
- Modernity
- Regulatory Agencies
- Representative Bureaucracy
- Policy Communities and Policy Networks
- Structural Theory/Humanist Theory
- POSDCORB
- Hawthorne Experiments
- Politics/Administration Dichotomy
- Ministerial Responsibility
- Administrative Responsibility
- Bureaucratic Organization
- Post-Bureaucratic Organization
- Incremental Theory
- Rational Choice Theory

##### ***Hints:***

- To be well-prepared, you must **KNOW ALL** the **TERMS LISTED ABOVE** (this will assist you for **BOTH PARTS of the EXAM**).
- **4 terms from the above list** will be selected for **PART A** of the exam (you must choose 2 from the list of 4—see below).
- Point form answers are acceptable for Part A of the exam—just be exhaustive.
- When putting together your definitions:
  - >consult lecture notes
  - >consult the text
- Many of the terms are found in more than one place—you have to be very thorough—flesh out your definitions.
- I am looking for well thought-out explanations/definitions.
- Some terms are also interrelated.
- **I WILL NOT HELP YOU LOCATE TERMS OR PUT TOGETHER DEFINITIONS**—you must do the work yourself.

## **(ii) Case Study/Part B of the Exam**

- **Part B** of the exam will have a question on the case study ” **THE FOUR MILLION DOLLAR TYPO**”
- This is an IPAC case study and is found in your text book (in the section where the case studies are located).
- You will **NOT be GIVEN a hard COPY OF THE CASE STUDY** in the exam room.
- You will **NOT be ALLOWED to refer to your notes or to your own copy of the case study.**
- In other words, you **must commit to MEMORY the details of the case study.**

### ***Hints:***

- **NO CHOICE—in this section**
- **MEMORIZE all the details of the above CASE STUDY**
- You must be prepared to respond to a question/statement on “**The Four Million Dollar Typo.**”
- **Proper essay form**—marks will be deducted for poor style.
- Make use of the blank page in the exam booklet to jot down a point-form plan—this will help you organize your thoughts.
- Start by briefly summarizing the case study
  - tell me who the actors are—names, positions etc.
  - problem(s)/issue(s) of the case study.
- Then, define terms/concepts which are raised in the question.
- Finally, make sure you address what the question is asking.
- **I WILL NOT ANSWER ANY QUESTIONS ON THIS CASE STUDY**

## **II. FORMAT OF THE EXAM:**

### **LENGTH: TWO HOURS**

#### **PART A: Short Answer Questions (5 Marks each/10 Marks total)**

- You must answer **2** out of the **choice of 4 terms.**
- Approximately **250 words** each answer.

#### **PART B: Case Study (30 Marks)**

- **NO CHOICE** in this Section.
- You will be asked to respond to a statement linked to the above case.
- Approximately **1000 words.**



**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 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

ESSAYS, ASSIGNMENTS, TAKE-HOME EXAMS **MUST** BE SUBMITTED ACCORDING TO PROCEDURES SPECIFIED BY YOUR INSTRUCTOR (I.E., IN CLASS, DURING OFFICE HOURS, TA'S OFFICE HOURS) OR UNDER THE INSTRUCTOR'S OFFICE DOOR.

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."

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

### **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.

**Mental Health at Western:** If you or someone you know is experiencing distress, there are several resources here at Western to assist you. Please visit <http://www.uwo.ca/uwocom/mentalhealth/> for more information on these resources and on mental health.