

Western University
Department of Political Science
Foundations of Public Administration
Political Science 2546F 200
Fall 2021

Thursdays 2:30-5:30 pm
SSC 2036

Instructor: Dr. Joseph Lyons
Office: SSC 4162
Office hours: Wednesdays 10am-12pm, or by appointment
E-mail: jlyons7@uwo.ca

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 ethical dilemmas, 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: This is a blended course incorporating both asynchronous (on your own time) and in-person elements. It will consist of a combination of readings, in-person and pre-recorded lectures, class discussions, and case studies. Pre-recorded lectures will be available in advance of the relevant in-person meeting and can be accessed through the 'Lessons' tab on the course's OWL site.

In-person meetings will occur on Thursdays from 2:30-4:30pm in SSC 2036. Class meetings will consist of a combination of short lectures and/or review of pre-recorded lectures, discussions, and case studies and related activities. On occasions when additional time is needed beyond 4:30pm, we will reconvene in assigned tutorial groups. Section 003 will meet in UCC 58 and Section 004 will meet in UC 2110.

Anti-Requisite: Political Science 2246E

Course Requirements: The final grade for this course will be composed of six components.

1. *Attendance and Participation.* You must keep up with the readings and lectures, attend all in-class meetings, and participate during discussions and case-related activities. Attendance and participation will be monitored throughout the semester.

2. *Multiple choice questions.* Beginning September 16th, students will be required to submit sample multiple choice questions for the first test and the final exam. This will be done on a rotating basis according to a schedule and template determined by the instructor. Questions that are challenging yet fair have a good chance of appearing on the exam. If you submit good questions, you should expect to receive full marks. More details will be provided in class and on OWL.

3. *Mid-term test.* An in-class test will be held on **October 21, 2021**. This will be a multiple-choice test based on the material covered up to that point.

4. *Essay.* Students must write and submit a research essay of approximately 2000 words. A list of approved essay topics will be distributed in late September. Students may also develop their own topic in consultation with the course instructor. The essay is due at the beginning of class on **November 18, 2021**. Students are required to submit a hard copy to the instructor and an electronic copy to Turnitin.com through the course's OWL site.

5. *Case studies journal.* Each student must submit an independent collection of their written responses to select discussion questions from the case studies included in the custom Emond case studies book (see Readings and Materials below). The case studies journal is due at the beginning of class on **December 2, 2021**. Students are required to submit a hard copy to the instructor and an electronic copy to Turnitin.com through the course's OWL site. More specific instructions will be provided in class and on OWL.

6. *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

1. Attendance and participation:	15%	Continuous
2. Multiple choice questions	5%	Continuous
3. Mid-term test	15%	October 21, 2021 @ 2:30pm
4. Essay	25%	Due November 18, 2021 @ 2:30pm
5. Case studies journal:	10%	Due December 2, 2021 @ 2:30pm
6. Final Exam:	30%	As scheduled by the Registrar
	100%	

Note: 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.

Readings and Materials

The following custom course books are required. Both are available as hard copies in the Book Store.

Political Science 2546F: Foundations of Public Administration, Custom Course Book, The Book Store at Western, Book No. M12100.

Foundations of Public Administration: POL 2546F Western University Custom Edition, Emond.

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

Course Schedule and Required Readings

Sept. 9 **Introduction and Overview**

Sept. 16 **What is Public Administration?**

Readings: Inwood, Gregory. 2012. *Understanding Canadian Public Administration: An Introduction to Theory and Practice*, 4th ed. Toronto: Pearson, pp. 1-25 (chap. 1 – “Introduction: The Nature of Public Administration”).
Henderson, Keith. “Parallel Universes: Canadian and U.S. Public Administration Study.” *Canadian Public Administration* 52 (2): 271-290.

Sept. 23 **Bureaucracy I: Foundational Theories and Early Practice**

Readings: Barker, Paul and Tim Mau. 2017. *Public Administration in Canada*, 2nd ed. Toronto: Nelson, pp. 29-62 (chap. 3 – “Public Administration and Organization Theory: The Structural Foundation” and part of chap. 4 – “Public Administration and Organization Theory: The Humanistic Response and Beyond”).

Sept. 30 **Bureaucracy II: Contemporary Theories and Practice**

Readings: Johnson, David. 2017. *Thinking Government: Public Administration and Politics in Canada*, 4th ed. Toronto: University of Toronto Press, pp. 295-329 (chap. 8 – “Issues in Management Reform”).
Perry, James and Lois Wise. 1990. “The Motivational Bases of Public Service.” *Public Administration Review* 50 (3): 367-373.

Case study: “The Civil Service in the Westminster Tradition” (Clarke).

Oct. 7 **The Executive and the Bureaucracy**

Reading: Johnson, David. 2017. *Thinking Government: Public Administration and Politics in Canada*, 4th ed. Toronto: University of Toronto Press, pp. 73-117 (chap. 3 – “Institutions of Governance”).

Case study: “The Machinery and Organizing of Government” (Lindquist).

Oct. 14 **The Legislature, the Judiciary, and the Bureaucracy**

Readings: Thomas, Paul. 2018. “Parliament and the Public Service.” In Christopher

Dunn, ed. *The Handbook of Canadian Public Administration*, 3rd ed, pp. 142-165. Toronto: Oxford University Press.

Barr, Carl and Ian Greene. 2018. "Judicial Administration." In Christopher Dunn, ed. *The Handbook of Canadian Public Administration*, 3rd ed, pp. 166-180. Toronto: Oxford University Press.

Case study: "The Charter of Rights and Freedoms, the Supreme Court of Canada, and Public Policy" (Kelly).

Oct. 21 ***Mid-Term Test***

Oct. 28 **Federalism and Intergovernmental Relations**

Readings: Wallner, Jennifer. 2020. "Practices of Canadian Federalism." In James Bickerton and Alain Gagnon, eds. *Canadian Politics*, 7th 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*, 7th ed., pp. 217-234. Toronto: University of Toronto Press.

Case study: "Canadian Federalism in Operation: A Case Study of Assisted Dying" (Brock).

Nov. 4 ***No Class – Fall Reading Week***

Nov. 11 **Public Finance**

Reading: Johnson, David. 2017. *Thinking Government: Public Administration and Politics in Canada*, 4th ed. Toronto: University of Toronto Press, 201-239 (chap. 6 – "Financial Management").

Case study: "Balancing the Budget" (Spicer et al.).

Nov. 18 **Senior Leadership**

Reading: Bourgault, Jacques. 2018. The Role of Deputy Ministers in Canadian Government. In Christopher Dunn, ed. *The Handbook of Canadian Public Administration*, 3rd ed, pp. 195-213. Toronto: Oxford University Press.

Siegel, David. 2010. The Leadership Role of the Municipal Chief Administrative Officer. *Canadian Public Administration* 53 (2): 139-61.

Case study: "Hiring a CAO" (Spicer et al.).

Nov. 25 **Street-Level Bureaucrats and Representative Bureaucracy**

Readings: Lipsky, Michael. 1980. The Critical Role of Street-Level Bureaucrats. In *Street Level Bureaucracy: Dilemmas of the Individual in Public Services*, 3-12. New York: Russell Sage Foundation.

Barker, Paul and Tim Mau. 2017. *Public Administration in Canada*, 2nd ed. Toronto: Nelson, pp. 275-295 (chap. 16 – "Representative Bureaucracy and Employment Equity").

Case study: “Governing Through Networks” (Doberstein).

Dec. 2 **Service Delivery Alternatives and Accountability**

Readings: Barker, Paul and Tim Mau. 2017. *Public Administration in Canada*, 2nd ed. Toronto: Nelson, pp. 143-159 (chap. 8 – “Alternative Service Delivery”).
Inwood, Gregory. 2012. *Understanding Canadian Public Administration: An Introduction to Theory and Practice*, 4th ed. Toronto: Pearson, pp. 363-395 (chap. 11 – “Public Administration and Accountability”).

Case studies: “Debating Privatization” (Spicer et al.) and “Blowing the Whistle” (Spicer et al.).

Final Exam as Scheduled by Registrar

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/pdf/academic_policies/appeals/scholastic_discipline_undergrad.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.

Attendance Regulations for Examinations

EXAMINATIONS/ATTENDANCE (Sen. Min. Feb.4/49, May 23/58, S.94, S.3538, S.3632, S.04-097) A student is entitled to be examined in courses in which registration is maintained, subject to the following limitations: 1) A student may be debarred from writing the final examination for failure to maintain satisfactory academic standing throughout the year. 2) Any student who, in the opinion of the instructor, is absent too frequently from class or laboratory periods in any course will be reported to the Dean of the Faculty offering the course (after due warning has been given). On the recommendation of the Department concerned, and with the permission of the Dean of that Faculty, the student will be debarred from taking the regular examination in the course. The Dean of the Faculty offering the course will communicate that decision to the Dean of the Faculty of registration.

Medical Policy, Late Assignments, etc.

Students registered in Social Science should refer to https://counselling.ssc.uwo.ca/procedures/medical_accommodation.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.

University Policy on Cheating and Academic Misconduct

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. https://www.uwo.ca/univsec/academic_policies/index.html

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.

*Reprinted by permission of the Department of History

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 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.

SUPPORT SERVICES

- The Registrar's office can be accessed for Student Support Services at www.registrar.uwo.ca
- Student Support Services (including the services provided by the USC listed here) can be reached at:

<https://westernusc.ca/your-services/>

- Student Development Services can be reached at: <http://sdc.uwo.ca/>
- Students who are in emotional/mental distress should refer to Mental Health@Western <https://www.uwo.ca/health/> for a complete list of options about how to obtain help.

Procedures for Requesting Academic Consideration

Students who experience an extenuating circumstance (illness, injury, or other extenuating circumstance) sufficiently significant to temporarily render them unable to meet academic requirements may submit a request for academic consideration through the following routes:
Submitting a Self-Reported Absence form provided that the conditions for submission are met;

- For medical absences, submitting a Student Medical Certificate (SMC) signed by a licensed medical or mental health practitioner in order to be eligible for Academic Consideration; or
- For non-medical absences, submitting appropriate documentation (e.g., obituary, police report, accident report, court order, etc.) to Academic Counselling in their Faculty of registration in order to be eligible for academic consideration. Students are encouraged to contact their Academic Counselling unit to clarify what documentation is appropriate.

Students seeking academic consideration:

- are advised to consider carefully the implications of postponing tests or midterm exams or delaying handing in work;
- are encouraged to make appropriate decisions based on their specific circumstances, recognizing that minor ailments (upset stomach) or upsets (argument with a friend) are **not** an appropriate basis for a self-reported absence;
- must communicate with their instructors **no later than 24 hours** after the end of the period covered by either the self-reported absence or SMC, or immediately upon their return following a documented absence.

Academic consideration **is not** normally intended for students who require academic accommodation based on an ongoing physical or mental illness (recurring or chronic) or an existing

disability. These students are expected to seek and arrange reasonable accommodations with Student Accessibility Services (SAS) as soon as possible in accordance with the Policy on Academic Accommodation for Students with Disability.

Students who experience high levels of stress related to academic performance (including completing assignments, taking part in presentations, or writing tests or examinations). These students should access support through Student Health and Wellness and Learning Skills Services in order to deal with this stress in a proactive and constructive manner.

Requests for Academic Consideration Using the Self-Reported Absence Form

Students who experience an unexpected illness or injury or an extenuating circumstance (48 hours or less) that is sufficiently severe to temporarily render them unable to meet academic requirements (e.g., attending lectures or labs, writing tests or midterm exams, completing and submitting assignments, participating in presentations) should self-declare using the **online Self-Reported Absence portal**. This option should be used in situations where the student expects to resume academic responsibilities **within 48 hours or less**.

The following conditions are in place for self-reporting of medical or extenuating circumstances: Students will be allowed:

- a maximum of two self-reported absences between September and April;
- a maximum of one self-reported absence between May and August.

Any absences in excess of the number designated above, regardless of duration, will require students to present a Student Medical Certificate (SMC) no later than two business days after the date specified for resuming responsibilities.

- The duration of the excused absence will be for a maximum of 48 hours from the time the Self-Reported Absence form is completed through the online portal, or from 8:30 am the following morning if the form is submitted after 4:30 pm;
- The duration of the excused absence will terminate prior to the end of the 48 hour period should the student undertake significant academic responsibilities (write a test, submit a paper) during that time;
- The duration of an excused absence will terminate at 8:30 am on the day following the last day of classes each semester regardless of how many days of absence have elapsed;
- Self-reported absences **will not be** allowed for scheduled final examinations; for midterm examinations scheduled during the December examination period;
- Self-reporting **may not be** used for assessments (e.g. midterm exams, tests, reports, presentations, or essays) worth more than 30% of any given course.
- students must be in touch with their instructors **no later than 24 hours** after the end of the period covered by the Self-Reported Absence form, to clarify how they will be expected to fulfil the academic expectations they may have missed during the absence.

Request for Academic Consideration for a Medical Absence

Students seeking academic consideration for a medical absence not covered by existing Student Accessibility Services (SAS) accommodation, will be required to provide documentation in person to Academic Counselling in their Faculty of registration in the form of a completed, signed Student Medical Certificate (SMC) where the conditions for a Self-Reported Absence have not been met, including where the student has exceeded the maximum number of permissible Self-Reported Absences.

Request for Academic Consideration for a Non-Medical Absence

Students seeking academic consideration for a non-medical absence will be required to provide appropriate documentation to Academic Counselling in their Faculty of registration where the conditions for a Self-Reported Absence have not been met, including where the student has exceeded the maximum number of permissible Self-Reported Absences.