

Western University
Department of Political Science
Foundations of Public Administration
Political Science 2546F-001
Fall 2022

Lectures: Thursdays 2:30-4:30pm; UCC 146
Tutorials: 4:30-5:30pm; SSC 2024 (003), SSC 2028 (004)

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 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: 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 course 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.

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

1. *Tutorials.* Tutorials begin on September 22nd. They will be organized around the case studies, case activities, and discussion questions from the custom Emond book (details below). Tutorials will be worth 20 percent of the final grade. The tutorial grade will consist of two components:

Attendance and Participation and the submission of a *Case Studies Journal*. Tutorial attendance is mandatory and will be monitored. Students may miss **ONE** tutorial without penalty. The case studies journal is due at the end of class on December 8, 2022. Students are required to submit an electronic copy, which will be assessed for plagiarism by Turnitin.com, through the course's OWL site. Students who miss more than five tutorials will not be permitted to submit their case studies journal and will receive a grade of zero on this 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 20, 2022**. This will be a multiple-choice test based on the material covered up to that point.

3. *Essay*. Students must write and submit a research essay of approximately 2,000 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 17, 2022**. Students are required to submit a hard copy to the instructor and an electronic copy through the course's OWL site to be assessed for plagiarism 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

1. Tutorials:

a. Attendance and Participation	10%	Continuous
b. Case Studies Journal	10%	Due December 8, 2022 by 11:55pm
2. Mid-term Test	15%	October 20, 2022
3. Essay:	30%	Due November 17, 2022 by 2:30pm
4. Final Exam:	35%	As scheduled by the Registrar
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	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.

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 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.

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. The Student Medical Certificate is available at

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

For the *Case Studies Journal* and *Essay*, 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.

Readings and Materials

The following custom course books are required. Both are available as hard copies in the Book Store. An electronic copy of the Emond book is also available (see link below).

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 Second Edition, Emond. (Link for e-book: <https://www.vitalsource.com/en-ca/products/pol-2546f-foundations-of-public-administration-various-v9781774624494>)

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.

Course Schedule and Required Readings

- Sept. 8 **Introduction and Overview**
- Sept. 15 **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. 22 **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”).
- Tutorial 1** Ch. 1, “Blowing the Whistle” (Spicer et al.)
- Sept. 29 **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.
- Tutorial 2** Ch. 2, “The Civil Service in the Westminster Tradition” (Clarke).
- Oct. 6 **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”).
- Tutorial 3** Ch. 3, “The Machinery and Organizing of Government” (Lindquist).
- Oct. 13 **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.
- Oct. 20 ***Mid-Term Test***

- Oct. 27
Readings: **Federalism and Intergovernmental Relations**
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.
- Tutorial 4** Ch. 4, "The Charter of Rights and Freedoms, the Supreme Court of Canada, and Public Policy" (Kelly).
- Nov. 3 ***No Class – Fall Reading Week***
- Nov. 10
Reading: **Public Finance**
Johnson, David. 2017. *Thinking Government: Public Administration and Politics in Canada*, 4th ed. Toronto: University of Toronto Press, 201-239 (chap. 6 – "Financial Management").
- Tutorial 5** Ch. 5, "Balancing the Budget" (Spicer et al.).
- Nov. 17
Reading: **Senior Leadership**
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.
- Tutorial 6** Ch. 6, "Hiring a CAO" (Spicer et al.).
- Nov. 24
Readings: **Street-Level Bureaucrats and Representative Bureaucracy**
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").
- Tutorial 7** Ch. 7: "Responding to the Recommendations of the Truth and Reconciliation Commission" (Spicer et al.).
- Dec. 1
Readings: **Service Delivery Alternatives and Accountability**
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").

Tutorial 8 Ch. 8, “Debating Privatization” (Spicer et al.).

Dec. 8 **Exam Review and Case Studies Journal Submission**

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.

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 makeup 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.

Accommodation and Accessibility

Religious Accommodation

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 University's list of recognized religious holidays (updated annually) at

<https://multiculturalcalendar.com/ecal/index.php?s=c-univwo>.

Accommodation Policies

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_Accommodation_disabilities.pdf.

Academic Policies

The website for Registrarial Services is <http://www.registrar.uwo.ca>.

In accordance with policy,

https://www.uwo.ca/univsec/pdf/policies_procedures/section1/mapp113.pdf,

the centrally administered e-mail account provided to students will be considered the individual's official university e-mail address. It is the responsibility of the account holder to ensure that e-mail received from the University at their official university address is attended to in a timely manner.

During exams/tests/quizzes, no electronic devices (e.g., a phone, laptop, iPad) are allowed and must be powered down and stored out of reach.

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.

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>).

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

If a course uses remote proctoring, please be advised that you are consenting to the use of this software and acknowledge that you will be required to provide **personal information** (including

some biometric data) and the session will be **recorded**. Completion of a course with remote proctoring will require you to have a reliable internet connection and a device that meets the technical requirements for this service. More information about this remote proctoring service, including technical requirements, is available on Western's Remote Proctoring website at:

<https://remoteproctoring.uwo.ca>.

Support Services

Please visit the Social Science Academic Counselling webpage for information on adding/dropping courses, academic considerations for absences, appeals, exam conflicts, and many other academic related matters: [Academic Counselling - Western University \(uwo.ca\)](https://www.uwo.ca/academic_counselling/)

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

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/student_support/survivor_support/get-help.html.

To connect with a case manager or set up an appointment, please contact support@uwo.ca.

Please contact the course instructor if you require lecture or printed material in an alternate format or if any other arrangements can make this course more accessible to you. You may also wish to contact Accessible Education at

http://academicsupport.uwo.ca/accessible_education/index.html

if you have any questions regarding accommodations.

Learning-skills counsellors at the Learning Development and Success Centre (<https://learning.uwo.ca>) are ready to help you improve your learning skills. They offer presentations on strategies for improving time management, multiple-choice exam preparation/writing, textbook reading, and more. Individual support is offered throughout the Fall/Winter terms in the drop-in Learning Help Centre, and year-round through individual counselling.

Western University is committed to a thriving campus as we deliver our courses in the mixed model of both virtual and face-to-face formats. We encourage you to check out the Digital Student Experience website to manage your academics and well-being: <https://www.uwo.ca/se/digital/>.

Additional student-run support services are offered by the USC, <https://westernusc.ca/services/>.

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 acknowledgements. 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