

# THE UNIVERSITY OF WESTERN ONTARIO

## PUBLIC ADMINISTRATION POL2246E 650 SUMMER 2015

Professor N. A. Vamvakas

### CONTACT INFORMATION

I am not stationed London/UWO, the best way to reach me is by e-mail, Monday-Friday 9am-5pm.

If you need to contact me, DO NOT use OWL/SAKAI—use ONLY my sympatico e-mail: [vamvakas@sympatico.ca](mailto:vamvakas@sympatico.ca)

When sending me an e-mail please indicate the [course number](#) in the [subject line](#).

You should [check the announcement section on your OWL course page weekly](#)—if there is any information I need to convey to you as a [GROUP, I will use this venue](#).

[Technical difficulties: 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.

**After completing the course students should be able to:**

- Discuss the basic theories and concepts of public administration in a modern state
- Investigate the practical problems in public administration and public policy making
- Examine the concept of power using policy community/network frameworks
- Apply theory
- Locate, analyse and interpret information found through the world wide web
- Produce well researched work which reflect their university degrees

### REQUIRED TEXTS

[Inwood, Gregory Understanding Canadian Public Administration. Pearson Canada. 4<sup>th</sup> ed.  
ISBN: 97-0-13-511997-6 This Book is also available in e-format: \[www.CourseSmart.com\]\(http://www.CourseSmart.com\)](#)

[Simeon, James C. Case Studies in Public Management and Administration Captus Press.  
Toronto, 2009. ISBN: 978-1-55322-196-8](#)

## ASSIGNMENTS AND EXAM

	WEIGHT	DUE DATE
Case Study “The Fluid Management Committee”	20%	May 25, 2015
Essay	40%	July 3, 2015
Final Exam	40%	TBA July 27-30, 2015
Discussion Board	See Below	

### 1. CASE STUDY: “THE FLUID MANAGEMENT COMMITTEE”

The case study is a 750-word analytical synopsis written in essay format. [Further instructions are found on Page 6 of this syllabus.](#)

**SUBMIT MAY 25, 2015 BY 5PM AS E-MAIL TO: VAMVAKAS@SYMPATICO.CA**

### 2. ESSAY

The Essay is due [July 3, 2015](#). Detailed instructions along with [essay topics are found on page 7 of the syllabus](#). Students are required to keep an electronic copy of all written assignments (along with all e-mail proof of submission) until final grades for the course have been posted.

**SUBMIT BY 5PM AS E-MAIL ATTACHMENT TO: VAMVAKAS@SYMPATICO.CA**

### 3. FINAL EXAMINATION

[In order to eligible to write the final exam in this course, students must have submitted both the case study AND the Essay.](#) Policy is that credit cannot be received for any essay course for which all written work has not been received and accepted. A 2-hour examination will be held during the **Final Examination Period (July 27-July 30, 2015)**. Format is short answers and essays. The exam will [cover the ENTIRE COURSE. DETAILED INSTRUCTIONS ARE AVAILABLE ON PAGES 8-9 OF THE SYLLABUS “EXAM PREPARATION/INSTRUCTIONS”.](#)

### 4. DISCUSSION BOARD/FORUM

I do not believe in clickers for classroom style courses; nor do I believe in forcing students to mechanically log into the system to achieve an automatic grade. Some students benefit from discussing issues with fellow students, other students do not find this helpful. I encourage you to try the discussion forum; log in twice a week and see if you want to join a discussion. It will have both formal and informal elements to it. The aim is to create a flow of communication. A conversation that fluctuates between what would take place in a Classroom and a Starbucks café. The café/informal side is active as of May 4<sup>th</sup>. You are free to enter discussions that are course-general or course-specific. Your fellow students are free to respond and expand. The quasi-classroom/formal side will begin June 8<sup>th</sup>. For this side of the discussion you will be divided into groups so that the discussions are manageable. Groupings will be posted in an Announcement on June 1<sup>st</sup>. On this side, I will be posting topics/questions to encourage more structured discussions. By this time you will have gained some insight into the course; you will have submitted the case study; and will be working on your essays. (Further details will be provided in the June 1<sup>st</sup> announcement). While neither the “café” nor the “quasi-classroom” sides are graded, in order to encourage participation I will offer this incentive: if your grade drops slightly (1 or 2%) because of your performance on the exam, I will consider your discussion board participation on either side of the board to see if your participation can reverse this drop. If you have not participated, or if your participation grade would not help your overall mark, your grade would be unaffected. In other words, participation will never be used to hurt your final grade.

## **COURSE EVALUATION:**

**Course evaluation is done on-line.** I encourage you to take the time to complete this process. I will send an announcement out in July as soon as the evaluation process becomes available along with instructions as to access.

## **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, as soon as possible, 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 in the Handbook 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 (including weekends)** will be applied for submissions after the deadline.

PLEASE NOTE: Out of fairness to the other students the late penalty will be applied strictly **NO EXCEPTIONS** will be made.

PLEASE NOTE: **ESSAYS/ASSIGNMENTS MORE THAN 14 DAYS LATE WILL NOT BE ACCEPTED.**

### **4. PLAGIARISM**

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

## **LECTURE SCHEDULE**

Note: Lectures and readings overlap so that some readings are re-addressed and expanded in later lectures. I assure you that it will all come together by the end of the term.

### **FIRST TERM**

#### **Unit One: Legitimacy, Authority, the State and Public Administration) and**

#### **Unit Two: Is Bureaucratic Power A Threat? (Four explanatory models) (May 4- May 19)**

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 (Note: Please ignore the reference to Tutorials/Four Million Dollar Typo at the end of Lecture #7).

**Readings: Inwood: pp. 1-74; 100-118**

#### **Unit Three: Parliamentary Government-Responsible Government and Administrative Accountability (May 20- May 24)**

Responsible Government, Accountability and Answerability

Public Administration and the Rule of Law

**Readings: Inwood: pp. 26-59; 167-209; 363-395**

#### **Unit Four: Public Administration and Productivity (May 25- June 4)**

The Meaning of Work

Organization and Productivity

Motivation and Productivity

Privatization

Organizational Design, Leadership

**Readings: Inwood: pp. 74-130**

#### **Unit Five: The New Public Management (June 5-June 12)**

Globalization and the New World Order

Political Will and Administrative Reform

Reinventing Government? Rethinking Government?

Canadians and Ontological Security

**Readings: Inwood: 99-118; 302-314**

#### **Unit Six: Public Policy (June 13-June 16)**

Public Policy and Policy Formulation

Problem Definition and Policy Design

Policy Evaluation

The Choice of Instruments

Street Level Bureaucracy

**Readings: Inwood: 210-257**

## **SECOND TERM**

### **Unit Seven: Federalism and Administrative Complexity (June 17-June 26)**

Federalism: Cooperative, Competitive, Contested

Federalism: Federal, Provincial and Local Government Administration

Organizational Forms: Departments, Central Agencies, Public Enterprise and Regulatory Agencies

Parliamentary Actors

**Readings: Inwood: 46-59; 119-166 (Note: Lecture 25 has been removed.)**

### **Unit Eight: Public Administration and Extra Parliamentary Actors: Problems of Governance (June 27-July 3)**

Extra parliamentary Actors

Collective Decision Making and Collective Responsibility

The Problems of Control and Coordination

**Readings: Inwood: 130-166**

### **Unit Nine: Financial Management (July 4-July 8)**

Fiscal Federalism and Multi-level Governance

Budgets as Policy Making

Budgets as Management

Bureaucratic Power and Budget Growth

**Readings: Inwood: 314-337**

### **Unit Ten: The Management of Resources (July 9-July 15)**

Horizontality and Restructuring the Public Service

The Management of Human Resources

Representative Bureaucracy

Collective Bargaining

Program Management

Information Management and Privacy Issues

**Readings: Inwood: 258-301**

### **Unit Eleven: The Public Interest, Ethics (July 16-July 21)**

The Public Interest

Organizational Culture

Ethics and Honour

Responsible government and administrative accountability

**Readings: Inwood: pp. 167-209; 338-395**

### **Unit Twelve: Continuing Issues In Public Administration (July 22-July 24)**

Corporatism, Citizenship and Public Administration

Public Administration and Democratic Government in Canada

**Readings: Inwood: 152-158; 320-325**

## **CASE STUDY ANALYSIS**

**Case Study: “The Fluid Management Committee” (Simeon, pp. 85-88)**

**Due: May 25, 2015**

**Length: 750 words**

**Value: 20%**

The purpose of the case study 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.

### **INSTRUCTIONS:**

- **Your answer should primarily address ONE of the five questions raised at the end of the case study (Simeon, 87-88) which you find to be most important and interesting.**
- Read the case study carefully and make notes of any terms which are unfamiliar.
- Consult the index of the Inwood textbook and lectures for information on terms and concepts.
- The material you will require is in your text and lectures—additional research is neither required nor expected.
- Consider if theory merges with practice.
- Things are not always black and white—they are usually shades of grey.
- In analyzing these issues, obstacles or problems please remember to **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. Remember, many issues, obstacles or problems have no ideal solution; each potential solution has its own problems, costs, disadvantages.
- The case study will be graded for style, content and analysis.
- You should begin with a VERY brief description (100 words) of the case-highlight the key points.
- A case study which describes, but does not analyze the case will be graded C+ or lower.

**SUBMIT AS E-MAIL ATTACHMENT BY 5 PM ON MAY 25, 2015 TO: [vamvakas@sympatico.ca](mailto:vamvakas@sympatico.ca)**

## **RESEARCH ESSAY**

**Length: 4250 words**

**Value: 40%**

**Due: July 3, 2015 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.**

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

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 study.

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 concepts and arguments—present more than one side while supporting one.**

**Make sure that you firmly ground your paper on theory.**

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 have no preference as to reference style; the important thing is that you give credit to your sources.

You **ARE NOT** required to **submit** your paper to “**Turnitin.**”

### **ESSAY TOPICS**

1. New public management can be considered to be both a panacea and a plague to public administration. Consider both arguments by comparing education policy to one other policy area of your choice.

2. How does the Public Service Modernization Act (PSMA) address concepts of Merit, Patronage and Employment Equity? Discuss critically.

**SUBMIT BY 5PM JULY 3, 2015 AS E-MAIL ATTACHMENT TO: [vamvakas@sympatico.ca](mailto:vamvakas@sympatico.ca)**

# **EXAM 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
- Modernization
- Regulatory Agencies/Privatization
- Representative Bureaucracy
- Policy Cycle
- Policy Communities and Policy Networks
- Structural Analysis/Neo-Institutional Model
- POSDCORB
- Hawthorne Experiments
- Politics/Administration Dichotomy
- Ministerial Responsibility
- Accountability and Public Servants: Five Overlapping Contexts
- Administrative Responsibility
- Traditional Bureaucratic Organizations/The New Public Sector Organization
- Political Culture/Administrative Culture
- Incremental Model/Mixed Scanning Model
- Garbage Can Model
- Rational-Comprehensive Theory/Public Choice (Rational Choice) Model
- Public Sector Values
- Discretion/Conflict of Interest

#### ***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 “**SUPERIOR SUBORDINATE**” (Simeon, pp. 71-76).
- 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.**
- **Use the questions on page 75 (Simeon) to help you understand and critically evaluate the case.**
- The **exam** however, **will ASK A DIFFERENT QUESTION** from these five.

### ***Hints:***

- **NO CHOICE—in this section**
- **MEMORIZE all the details of the CASE STUDY “SUPERIOR SUBORDINATE” (Simeon, 71-76)**
- You must be prepared to respond to a question/statement on **the case study.**
- **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: Superior Subordinate (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**

### **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 (See Calendar)

"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 political science 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 Website:

<http://www.uwo.ca/univsec/handbook/appeals/scholoff.pdf>."

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/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 counseling office.

#### **Submission of Course Requirements**

Essays, assignments, take-home exams must be submitted according to procedures specified by your professor. The Main office does not date-stamp or accept any of the above.

#### **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 Department 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.

### **Support Services**

Students who are in emotional/mental distress should refer to Mental Health@Western <http://www.uwo.ca/uwocom/mentalhealth/> for a complete list of options about how to obtain help.