***York University***

**School of Public Policy and Administration**

**AP/PPAS 3190 6.00 S3 B**   
**PUBLIC ADMINISTRATION**

**Summer 2019**

**Professor:** Thomas R. Klassen

**Course Website:** <https://moodle.yorku.ca/moodle/course/view.php?id=147959>

**Additional web sites:** [www.tklassen.blog.yorku.ca](http://www.tklassen.blog.yorku.ca)and[www.thomasklassen.net](http://www.thomasklassen.net)

**Office location:** 137 McLaughlin College

**E-mail:** [tklassen@yorku.ca](mailto:tklassen@yorku.ca)

**Course description:** This course examines the theory and practice of public administration and the machinery of government, with particular reference to Canada. The course studies: who makes public policy; how policy is developed, implemented and evaluated. The complex interaction between democracy, politics, policy and public administration is the major theme of the course.

The course analyses the manner in which public administration has developed in Canada during the past century and the key components and concepts of modern public sector administration, including those related to organizations, budgeting, human resources, accountability, citizen engagement and evaluation.

The course involves extensive use of case studies, scenarios, role playing and related activities. These assist students in learning and applying knowledge acquired from readings and lectures to other aspects of their heir studies and to their lives.

**Learning Outcomes:** The course is designed to stimulate critical thinking on public administration and to provide an introduction to the fundamental debates of, and knowledge about, public administration. The knowledge acquired in the course will be useful for further skills required by professionals in the public sector.

At the completion of this course students will be able to:

1. Critically evaluate key aspects of public administration

2. Analyze key debates in Canadian public administration and public policy

3. Express themselves clearly and concisely in discussions of public administrations

This course is crosslisted to AP/POLS 3190 6.0. Course credit exclusion is: GL/POLS 2500 6.00

**Format:** This is a fully online course. There are no classroom meetings or on-campus tests/exams for this course. Lectures will comprise a series of PowerPoint slide shows with audio, and podcasts from the instructor, and related audio-visual material. Links to the material can be accessed from the Moodle site for the course. Discussions will be conducted online on the Moodle course site. The only technical requirements are access to Moodle, and access to a web browser and email.

**Netiquette:** Participants in the course are expected to treat each other with respect. Without the visual cues and shared understanding of acceptable behavior that have been learned from face-to-face classroom discussions and debates, it is critical to be aware of 'netiquette' (online etiquette). Please review [The Core Rules of Netiquette](http://www.albion.com/netiquette/corerules.html) from Albion.com, based on 'Netiquette' by Virginia Shea for a summary of expected online behavior. More generally, please take a minute to review your words before pressing send/submit.

**Technology support:** If you are not familiar with the Moodle environment, or require some technical or administrative assistance regarding the online course in general, guides are available at: <https://moodle.yorku.ca/> and <http://elearning.laps.yorku.ca/>

**Required readings** (available for purchase at the York Bookstore)**:**

***The Handbook of Canadian Public Administration*** (third edition) edited by Christopher Dunn. Don Mills, Toronto: Oxford University Press. 2018

*How to Succeed at University (and Get a Great Job!): Mastering the Critical Skills You Need for School, Work and Life* by Thomas R. Klassen and John A. Dwyer. Vancouver: University of British Columbia Press. 2015. You may also download the book for free at:

<http://www.ubcpress.ca/how-to-succeed-at-university-and-get-a-great-job>

Copies of these two books are also on reserve at the Scott Library.

**Recommended reference books:** There are many books on public administration at the York Libraries and in public/community libraries, as well as online. The large number of books and publications reflects the importance that public administration and policy play in the lives of citizens.Students are not required to purchase any of the books below, but might find these to be helpful sources of supplementary information. All books are the Scott Library, and most can also be found in public libraries.

Barker, Paul, ed. 2008. *Public Administration in Canada: Brief edition*. Thomson, Nelson. JL 108 B45 2008

Carroll, Barbara Wake et al., eds. 2005. *Classic Readings in Canadian Public Administration*. Toronto: Oxford.

Inwood, Gregory. 2011. *Understanding Canadian Public Administration: An Introduction to Theory and Practice*, 4th edition. Toronto: Pearson.

Johnson, David. 2011. *Thinking government: Public administration and politics in Canada*. Toronto: University of Toronto Press, JL 108 J64 2011

Klassen, Thomas R., Denita Cepiku and T. J. Lah, eds. 2017. [*The Routledge Handbook of Global Public Policy and Administration*](https://ebookcentral.proquest.com/lib/york/detail.action?docID=4741961). Abingdon, Oxon: Routledge. JF 1351 R59

Perry, James L. and Robert K. Christensen, eds. 2015. *Handbook of public administration*

San Francisco, CA: Jossey-Bass.

Theodoulou, Stella Z. and Ravi K. Roy. 2016. *Public administration: A very short introduction*. Oxford: Oxford University Press JF 1351 T44 2016

**Evaluation**

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| --- | --- | --- |
| ***Assignment*** | ***Worth (%)*** | ***due date*** |
| Assignment 1 – Complete/revise your Moodle Profile (350 or more sparkling and concise words, including photo/graphic) | 5 | May 1 |
| Assignment 2 – Refugee Case Study | 10 | May 7 |
| Assignment 3 – Deputy Minister Case Study | 10 | May 15 |
| Assignment 4 – LinkedIn Profile | 10 | May 21 |
| Assignment 5 – Mid-term test | 20 | Provided on 23 and due on May 27 |
| Assignment 6 – Operating Agency | 10 | June 6 |
| Assignment 7 – Ombusdman Report | 15 | June 20 |
| Assignment 8 – Final Exam | 20 | Provided on June 25, with answers due by June 28 |

**Please note**

1. Due to the intensive nature of the course, late assignments will not be accepted. Late assignments will be assigned a grade of zero. It is strongly recommended that you submit assignments before the due date and time.

2. Assignments must be submitted via Moodle. Assignments submitted *via* e-mail or other means will not be accepted.

3. Save your draft assignments and rough notes in case intellectual property or computer/internet problems arise.

**Grading, Assignment Submission, and Late Policy**

**Grading**: Percentage grades will be provided for each assignment. The final letter grade will be determined as illustrated:

***Grade Per Cent Range Description***

A+ 90-100 Exceptional

A 80-89 Excellent

B+ 75-79 Very Good

B 70-74 Good

C+ 65-69 Competent

C 60-64 Fairly Competent

D+ 55-59 Passing

D 50-54 Marginally Passing

E (marginally below 50%) Marginally Failing

F (below 50%) Failing

Students may take a limited number of courses for degree credit on an ungraded (pass/fail) basis. Information on the Pass/Fail Grading Option is at: <https://myacademicrecord.students.yorku.ca/pass-fail-option>

Please note that students who wish to designate a course as Pass/Fail must do so within the first two weeks of the term in which the course begins.

**Last Date to Withdraw from the Course**: The last day to withdraw from this course without incurring an academic penalty is **June 10, 2019.**

**Assignment Submission**: Proper academic performance depends on students doing their work not only well, but on time. Accordingly,assignments for this course must be received on the due date specified for the assignment. Students are encouraged to submit drafts of assignments for review and feedback prior to the due dates.

**Late assignments:** Assignments received later than the due date and time will not be graded. Exceptions to this policy might be granted only in extraordinary situations, which require supporting written documentation deemed adequate by the instructor, and advance notification by the student. Requests, even with supporting written documentation, made after the due date will not be accepted.

**IMPORTANT COURSE INFORMATION**

**Academic Honesty and Integrity**

York students are required to maintain the highest standards of academic honesty and they are subject to the Senate Policy on Academic Honesty (<http://www.yorku.ca/secretariat/policies/document.php?document=69>). The Policy affirms the responsibility of faculty members to foster acceptable standards of academic conduct and of the student to abide by such standards.

There is also an academic integrity website with comprehensive information about academic honesty and how to find resources at York to help improve students’ research and writing skills, and cope with University life. Students are expected to review the materials on the Academic Integrity website at - <http://www.yorku.ca/academicintegrity>.

Cheating and plagiarism are extremely serious academic offenses that will result in severe sanctions. See: <https://spark.library.yorku.ca/academic-integrity-breach-of-policy-on-academic-honesty/>

**Access/Disability/Counselling**

York University is committed to principles of respect, inclusion and equality of all persons with disabilities across campus. The University provides services for students with disabilities (including physical, medical, learning and psychiatric disabilities) needing accommodation related to teaching and evaluation methods/materials. These services are made available to students in all Faculties and programs at York University.

Students in need of these services are asked to register with disability services as early as possible to ensure that appropriate academic accommodation can be provided with advance notice. You are encouraged to schedule a time early in the term to meet with each professor to discuss your accommodation needs. Please note that registering with disabilities services and discussing your needs with your professor is necessary to avoid any impediment to receiving the necessary academic accommodations to meet your needs.

Additional information is available at the following websites, including services for students who require counselling:

Student Counselling & Development – <https://counselling.students.yorku.ca/>

Student Accessibility Services – <https://accessibility.students.yorku.ca/>

Counselling & Disability Services at Glendon - <http://www.glendon.yorku.ca/counselling>

York Accessibility Hub - <http://www.yorku.ca/accessibilityhub/index.htm>

**Ethics Review Process**

York students are subject to the York University *Policy for the Ethics Review Process for Research Involving Human Participants.* In particular, students proposing to undertake research involving human participants (e.g., interviewing the director of a company or government agency, having students complete a questionnaire, etc.) are required to submit an *Application for Ethical Approval of Research Involving Human Participants* at least one month before you plan to begin the research. If you are in doubt as to whether this requirement applies to you, contact your professor immediately.

**Religious Observance Accommodation**

York University is committed to respecting the religious beliefs and practices of all members of the community, and making accommodations for observances of special significance to adherents. Should any of the dates specified in this syllabus for an in-class test or examination pose such a conflict for you, contact the professor within the first three weeks of class. Similarly, should an assignment to be completed in a lab, practicum placement, workshop, etc., scheduled later in the term pose such a conflict, contact the professor immediately.

**Student Conduct in Academic Situations**

Students and instructors are expected to maintain a professional relationship characterized by courtesy and mutual respect. Moreover, it is the responsibility of the instructor to maintain an appropriate academic atmosphere in the classroom and other academic settings, and the responsibility of the student to cooperate in that endeavour. Further, the instructor is the best person to decide, in the first instance, whether such an atmosphere is present in the class. The policy and procedures governing disruptive and/or harassing behaviour by students in academic situations is available at - <http://www.yorku.ca/secretariat/policies/document.php?document=82>

**Resources**

**The Writing Centre:** One-to-one help with a writing instructor on any writing assignment. You will need to enroll to set up your appointment, though they also offer some drop-in sessions. The enrollment link and further information is found at [http://www.yorku.ca/laps/writ/centre/.](http://www.yorku.ca/laps/writ/centre/.%20) Bring a copy of your assignment to your appointment.

**York University Libraries**: Links to the main catalogue, e-resources, online help chat line with librarian, and many other research aids: <http://www.library.yorku.ca/web/>

**SPARK** [Student Papers and Academic Research Kit]: On-line tutorial that provides handy tips and tools for understanding and successfully completing university-level assignments. Go to <http://www.yorku.ca/spark/>

**York University Student Code of Conduct**: <https://oscr.students.yorku.ca/csrr>

**WEEKLY LECTURE SCHEDULE, REQUIRED READINGS, ASSIGNMENTS, AND SUPPLEMENTARY READINGS**

**Week 1 (April 29 – May 5) – HISTORY, KEY AND CONCEPTS**

Lecture #1 – Introduction to public administration – major themes

Lecture #2 – Canada - introduction to history, politics and public administration -- part 1

Lecture #3 – Canada - introduction to history, politics and public administration -- part 2

REQUIRED:

Dunn – Chapters 1, 6 and 7 - There will be reading guides for each chapter provided.

Klassen and Dwyer – Chapter 1

Podcast of “Public policy and administration in an era of globalization” Chapter one in Klassen, T. R., D. Cepiku and T. F. Lah, eds, *The Routledge Handbook of Global Public Policy and Administration*. Video at: <https://www.youtube.com/watch?v=LpAot9vbz9M>

Podcast of *What Is Government Good At? A Canadian Answer*: <http://policyoptions.irpp.org/2016/05/17/policy-options-podcast-11-what-is-government-good-at/>

SUPPLEMENTARY:

Savoie, Donald. 2015. *What Is Government Good At? A Canadian Answer*. Montreal: McGill-Queen's University Press. Read the introduction of the book, and one additional chapter, at: <http://site.ebrary.com.ezproxy.library.yorku.ca/lib/oculyork/detail.action?docID=11090617>

**DUE:**

Assignment 1 – Complete/revise your Moodle Profile - May 1 (5%)

**Week 2 (MAY 6 - 12): THE PUBLIC POLICY PROCESS AND THE ORGANIZATION OF PUBLIC ADMINISTRATION**

Lecture # 4 – The rise of public administration in the 20th century

Lecture # 5 – Public policy process - part 1 - the role of the constitution

Lecture # 6 – Public policy process - part 2

REQUIRED:

Dunn – Chapter 14 - There will be a reading guide for the chapter provided.

Klassen and Dwyer – Chapter 2

Podcast of ***Public policy and young Canadians***- <http://policyoptions.irpp.org/magazines/september-2016/public-policy-and-young-canadians-a-policy-options-podcast/>

SUPPLEMENTARY;

Schmidt, Ron. 2007. Comparing Federal Government Immigrant Settlement Policies in Canada and the United States. *The American Review of Canadian Studies*; 37, 1: 103-123 <http://journals2.scholarsportal.info.ezproxy.library.yorku.ca/search?q=Comparing+Federal+Government+Immigrant+Settlement+Policies+in+Canada+and+the+United+States&search_in=anywhere&date_from=&date_to=&sort=relevance&op=AND&q=American+Review+of+Canadian+Stu>

**DUE:**

Assignment 2 – Refugee Case Study - May 7 (10%)

**Week 3 (May 13 – May 19): HUMAN RESOURCES AND BUDGETS**

Lecture #7 – Policy tools

Lecture #8 – The budget cycle

Lecture #9 – The organization of government - part 1

REQUIRED:

Dunn – Chapters 3, 10, 18 - There will be reading guides for each chapter provided.

Klassen and Dwyer – Chapter 3

Shaping Our Financial Future: How Your City Budget Works - <https://www.youtube.com/watch?v=ahUDKVKBNmg>

SUPPLEMENTARY:

*The Budget Basics*. Government of Ontario. <https://www.ontario.ca/page/ontario-budget-basics>

Auditor-General of Canada <http://www.oag-bvg.gc.ca/internet/English/au_fs_e_370.html>

**DUE:**

Assignment 3 – Deputy Minister Case Study - May 15 (10%)

**Week 4 (May 20 – May 26): THE POLITICAL DIMENSION OF PUBLIC ADMINISTRATION**

Lecture #10 – The organization of government - part 2

Lecture #11 – The political dimension of public administration

REQUIRED:

Dunn – chapters 2, 5 - There will be reading guides for each chapter provided.

SUPPLEMENTARY:

Grube, Dennis. 2013. “Public voices from anonymous corridors: The public face of the public service in a Westminster system”. *Canadian Public Administration*. 56.1: 3-25. <https://www.library.yorku.ca/find/Record/34627>

Moscoe, Adam. 2014. Executive Decision-Making: Challenges, Strategies, and Resources. *Canadian Parliamentary Review*. 37.3 <http://www.revparl.ca/37/3/37n3e_14_Moscoe.pdf>

Watch this full episode of “Yes, Minister” (on the interaction between politicians and officials):

<https://www.youtube.com/watch?v=vRCgO6QmbGk>

Watch this clip (of two civil servants talking) from Yes, Minister: <https://www.youtube.com/watch?v=gmOvEwtDycs>

*Politics and Administration Dichotomy by James Gaston*

[**https://www.youtube.com/watch?v=WIm1VuOqDts**](https://www.youtube.com/watch?v=WIm1VuOqDts)

**DUE:**

Assignment 4 – LinkedIn Profile - May 21 (10%)

Assignment 5 – Mid-term test - Provided on 23 and due on May 27 (20%)

**Week 5 (May 27 – June 2): ACCOUNTABILITY, PERFORMANCE AND ETHICS**

Lecture #12 – Accountability

REQUIRED:

Dunn – chapters 13, 20, 24 - There will be reading guides for each chapter provided.

Klassen and Dwyer – Chapter 4

SUPPLEMENTARY:

Perrin, Burt. 2015. “Bringing accountability up to date with the realities of public sector management in the 21st century”. *Canadian Public Administration*. 58.1:183-203

[**http://journals2.scholarsportal.info.ezproxy.library.yorku.ca/pdf/00084840/v58i0001/183\_bautdwsmit2c.xml**](http://journals2.scholarsportal.info.ezproxy.library.yorku.ca/pdf/00084840/v58i0001/183_bautdwsmit2c.xml)

Marin, André. 2009. “Letting the Watchdog Off the Leash.” Optimum Online: The Journal of Public Sector Management. 39. 3: 23-30. Please register to access the article [**http://optimumonline.ca/article.phtml?&id=340&page=1**](http://optimumonline.ca/article.phtml?&id=340&page=1)

**DUE:**

Assignment 5 – Mid-term test - Provided on 23 and due on May 27 (20%)

**Week 6 (June 3 -9): REINVENTING GOVERNMENT IN THE 21st CENTURY?: THE NEW PUBLIC MANAGEMENT AND BEYOND**

Lecture #13 – The New Public Management

REQUIRED:

Dunn – Chapters 9, 12, 17, 26 - There will be reading guides for each chapter provided.

Klassen and Dwyer – Chapters 5 and 6

SUPPLEMENTARY:

New Public Policy: Chapter 2 –“New Public Governance: The Changing Landscape of Canadian Public Administration” in [**Canadian public administration in the 21st century**](https://www.library.yorku.ca/find/Record/3529762)

[**http://site.ebrary.com.ezproxy.library.yorku.ca/lib/oculyork/reader.action?docID=10735262&ppg=1**](http://site.ebrary.com.ezproxy.library.yorku.ca/lib/oculyork/reader.action?docID=10735262&ppg=1)Online [Click to access this resource](http://ezproxy.library.yorku.ca/login?url=http://site.ebrary.com/lib/oculyork/docDetail.action?docID=10735262)

**DUE:**

Assignment 6 – Operating Agency - June 6 (10%)

**Week 7 (June 10 – June 16): ADMINISTRATION AND DEMOCRACY**

Please note that June 11-14 is Reading Week. No classes, tests or examinations are scheduled during these days.

Lecture – TBA

REQUIRED:

Dunn – Chapters 4, 23 - There will be reading guides for each chapter provided.

Klassen and Dwyer – Chapters 7 and 8

SUPPLEMENTARY:

Citizens versus the new public manager: The problem of mutual empowerment by B Guy Peters; Jon Pierre in *Administration & Society*; Mar 2000; 32, 1.<http://journals2.scholarsportal.info.ezproxy.library.yorku.ca/details/00953997/v32i0001/9_cvtnpmtpome.xml?q=The+problem+of+mutual+empowerment+&search_in=anywhere&date_from=&date_to=&sort=relevance&op=AND&q=Administration+%26+Society&search_in=JOURNAL&sub=>

**Week 8 (June 17 – 23): CHANGING EXPECTATIONS OF PUBLIC ADMINISTRATORS**

Lecture - TBA

REQUIRED:

Dunn 21, 27, 15 - There will be reading guides for each chapter provided.

Klassen and Dwyer – Chapters 9 and 10

**DUE:**

Assignment 7 – Ombusdman Report - June 20 (15%)

**Week 9 (June 24 – 28): DEBATES AND FUTURE DIRECTIONS**

No required readings. Please review all the required chapters in Dunn and the online supplementary readings.

**DUE:**

Assignment 8 – Final Exam - Provided on June 25, with answers due by June 28 (20%)

**Course Web Resources**

There is considerable information available on the Web on public administration. Some of the web sites below may be of assistance in your research and of interest in exploring issues related to public administration. The web-sites can be accessed directly from the course outline posted on the Web.

[Canada School of Public Service](http://www.csps-efpc.gc.ca/index-eng.aspx): information about the latest news and trends in executive learning, including information about executive education and development programs and services and to documents

[The Innovation Journal](http://www.innovation.cc/): independent, peer-reviewed, Internet-based journal devoted to sharing ideas and discussing public sector administration innovation

[Institute of Public Administration of Canada:](https://www.ipac.ca/) national non-profit organization, concerned with the theory and practice of public management, with 17 regional groups across Canada

[Office of the Auditor General of Canada](http://www.oag-bvg.gc.ca/internet/English/admin_e_41.html): publications, including searchable full text of the Reports of the Auditor General

[Parliamentary Internet Parlementaire](http://www.parl.gc.ca/common/index.asp?Language=E&Parl=37&Ses=1): access to the House of Commons, Senate and the Library of Parliament, including debates, committee proceedings, and status of legislation

[Privacy Commissioner of Canada](https://www.priv.gc.ca/en/): includes annual reports

[Privy Council Office](http://www.pco-bcp.gc.ca/index.asp?lang=eng&page=index): includes annual reports to the Prime Minister

[Public Service Commission of Canada](https://www.canada.ca/en/public-service-commission.html)**:** responsible for promoting and safeguarding a merit-based, representative and non-partisan public service that serves all Canadians.

[United Nations Online Network in Public Administration and Finance](http://www.unpan.org/): forum for knowledge, experiences and best practices worldwide of sound public policies, effective public administration and efficient civil services

There are also many web sites related to both public administration and public policy that might be useful for our course.

[Canadian Centre for Policy Alternatives](http://www.policyalternatives.ca/)

[Canada West Foundation](http://www.cwf.ca/)

[Canadian Council on Social Development (CCSD)](http://www.ccsd.ca/)

[Canadian Labour Congress](http://www.clc-ctc.ca/)

[CD Howe Institute](http://www.cdhowe.org/)

[Conference Board of Canada](http://www.conferenceboard.ca/)

[Fraser Institute](http://www.fraserinstitute.ca/)

[International Labour Organization](http://www.ilo.org/)

[Institute for Research on Public Policy (IRPP)](http://irpp.org/)

[Maytree](https://maytree.com/)

[Organisation for Economic Development and Cooperation (OECD)](http://www.oecd.org/)

[Vanier Institute](http://vanierinstitute.ca/)

**Useful writing resources**

“How to write an effective essay”: <https://www.youtube.com/watch?v=nWqMQ26Gqi4>

“How to write an essay”: <https://www.youtube.com/watch?v=liyFKUFCQno>

“How to Write an Effective Essay”: <https://www.youtube.com/watch?v=IN6IOSMviS4>