

York University
School of Public Policy and Administration
AP/PPAS 3190 6.0 S3 A
PUBLIC ADMINISTRATION
Summer 2021

Professor: Thomas R. Klassen

Course Website: <https://eclass.yorku.ca/eclass/course/view.php?id=36277>

Additional web sites: www.tklassen.blog.yorku.ca and www.thomasklassen.net

Office location: 137 McLaughlin College

E-mail: 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 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 cross-listed to AP/POLS 3190 6.0. Course credit exclusion is: GL/POLS 2500 6.0.

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 slide shows with audio, video lectures, podcasts from the instructor, and related audio-visual material. Links to the material can be accessed from the eClass site for the course. Discussions will be conducted online on the eClass course site. The only technical requirements are access to eClass via the internet, and access to a web browser and email.

Several platforms will be used in this course (e.g., eClass/Moodle, Canvas, Zoom, etc.) through which students will interact with the course materials, the course director as well as with one another.

Students shall note the following:

- Zoom is hosted on servers in the U.S. This includes recordings done through Zoom.
- If you have privacy concerns about your data, provide only your first name or a nickname when you join a session.
- The system is configured in a way that all participants are automatically notified when a session is being recorded.

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** 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 when sending messages. It is highly recommended to include formal introduction (name and course title) when writing to the professor.

Technology support: If you are not familiar with the online York learning environment, or require some technical or administrative assistance regarding the online course in general, guides are available **here**.

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. Please see:
https://www.bookstore.yorku.ca/textbook_express.asp?mode=2&step=2

This book is available as a hard copy (\$126.50) as an Eclass Ebook for 180 Days (\$49.95)

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.

This book is available for free as a download at:

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

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**. 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

<i>Assignment</i>	<i>Worth (%)</i>	<i>due date</i>
Assignment 1 – LinkedIn Profile	10	May 24
Assignment 2 – Contracting Out Case Study	10	May 31
Assignment 3 - Quiz	10	June 3 – 60 minutes between 2:00pm and 8:00pm Toronto time
Assignment 4 – Deputy Minister Case Study	10	June 10
Assignment 5 – Mid-term test	20	June 17 – 90 minutes between 2:00pm and 8:00pm Toronto time
Assignment 6 – Operating Agency Case Study	10	June 28
Assignment 7 – Ombudsman Report	10	July 8
Assignment 8 – Final Exam	20	July 15 – 120 minutes between 2:00pm and 8:00pm Toronto time

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 eClass. 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:

<i>Grade</i>	<i>Per Cent Range</i>	<i>Description</i>
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**.

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 21, 2021**.

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**. 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**.

Cheating and plagiarism are extremely serious academic offenses that will result in **severe sanctions**.

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, Health and Well-being
Student Accessibility Services
Accessibility, Well-being and Counselling Glendon

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 [here](#).

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 drop-in sessions.

York University Libraries: Links to the main catalogue, e-resources, online help chat line with librarian, and many other research aids.

SPARK [Student Papers and Academic Research Kit]: On-line tutorial that provides handy tips and tools for understanding and successfully completing university-level assignments.

Students Rights and Responsibilities: The university's code that applies to non-academic student conduct.

WEEKLY LECTURE SCHEDULE, REQUIRED READINGS AND SUPPLEMENTARY READINGS

Week 1 (May 10 - May 16): INTRODUCTION TO CANADIAN PUBLIC ADMINISTRATION

Lecture #1 – Introduction to public administration – major themes

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

REQUIRED:

Dunn – Introduction, Chapters 1, 2 and 3 - There will be audio visual reading guides for each chapter provided.

Klassen and Dwyer – Chapter 1

If you are unfamiliar with how Canada's government works, then please read this lively and engaging account:

https://lop.parl.ca/About/Parliament/SenatorEugeneForsey/book/assets/pdf/How_Canadians_Govern_Themselves9.pdf

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/>

Week 2 (May 17 - May 23): HISTORY, KEY AND CONCEPTS IN PUBLIC ADMINISTRATION

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

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

REQUIRED:

Dunn – Chapters 4, 5 and 6 - There will be audio visual reading guides for each chapter provided.

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>

Week 3 (May 24 – May 30): THE PUBLIC POLICY PROCESS

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

Lecture #6 – Public policy process - part 2

REQUIRED:

Dunn – Chapter 7, 8 and 9 - There will be audio visual reading guides for the chapters 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+Studies

Week 4 (May 31 – June 6): HUMAN RESOURCES AND BUDGETS

Lecture #7 – The budget cycle

Lecture #8 – The organization of government - part 1

REQUIRED:

Dunn – Chapters 10, 11 and 12 - There will be audio visual 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

Week 5 (June 7 - June 13): THE POLITICAL DIMENSION OF PUBLIC ADMINISTRATION

Lecture #9 – The organization of government - part 2

Lecture #10 – The political dimension of public administration

REQUIRED:

Dunn – chapters 13, 14 and 15 - There will be audio visual reading guides for each chapter provided.

SUPPLEMENTARY:

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>

Week 6 (June 14 - June 20): ACCOUNTABILITY, PERFORMANCE AND ETHICS

Lecture #11 – Accountability

REQUIRED:

Dunn – chapters 16, 17 and 18 - There will be audio visual 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

Week 7 (June 21 - June 27): REINVENTING GOVERNMENT IN THE 21st CENTURY

Lecture #12 – The New Public Management

REQUIRED:

Dunn – Chapters 19, 20 and 21 - There will be audio visual 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](#)

[Click to access this resource](#)

Week 8 (June 28 - July 4): POLICY TOOLS, ADMINISTRATION AND DEMOCRACY

Lecture #13 - Policy tools, democracy and administration

REQUIRED:

Dunn – Chapters 22, 23 and 24 - There will be audio visual 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 9 (July 5 - July 15) - DEBATES AND FUTURE DIRECTIONS

Please review all past lectures and chapter notes.

REQUIRED:

Dunn 25, 26 and 27 - There will be audio visual reading guides for each chapter provided.

Klassen and Dwyer – Chapters 9 and 10

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>

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: 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: independent, peer-reviewed, journal devoted to sharing ideas and discussing public sector administration innovation

Institute of Public Administration of Canada: 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: publications, including searchable full text of the Reports of the Auditor General

Parliament: access to the House of Commons, Senate and the Library of Parliament, including debates, committee proceedings, and status of legislation

Privacy Commissioner of Canada: includes annual reports

Privy Council Office: includes annual reports to the Prime Minister

Public Service Commission of Canada: responsible for promoting and safeguarding a merit-based, representative and non-partisan public service that serves all Canadians.

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

Canada West Foundation

Canadian Council on Social Development (CCSD)

CD Howe Institute

Conference Board of Canada

Fraser Institute

International Labour Organization

Institute for Research on Public Policy (IRPP)

Maytree

Organisation for Economic Development and Cooperation (OECD)

Vanier Institute

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>