

**PPAS 3190 (C)  
Public Administration**

York University  
School of Public Policy and Administration

**CONTACT INFORMATION**

Course Director:

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Office hours by appointment

**COURSE DESCRIPTION**

This course examines the theory and practice of public administration and management, with a particular focus on Canada and Canadian institutions. Students will be exposed to various theories of organizing governments, delivering services and interacting with the public and various stakeholders. In particular, students will gain an understanding of the how government functions, how political actors interface with bureaucracy, how ethics guide public servants, how government is financed and the various ways in which core services are delivered to the public.

**REQUIRED TEXT**

This course utilizes one main textbook. The bulk of the reading throughout the course will come from this text. Students are expected to obtain their own copy.

Barker, Paul and Tim Mau. 2017. *Public Administration in Canada, 2<sup>nd</sup> Edition*. Toronto: Nelson

All other readings will be available through the course website.

**COURSE REQUIREMENTS**

Core Concept Quizzes: 40% (8 x 5%)

The course is divided into 8 sections. At the conclusion of each section, students will complete a brief online quiz that will test their understanding of the core concepts, terms and themes introduced throughout that section. To prepare, students should complete reading and attend course meeting regularly. Students

will have time during class to complete the quiz, which will be available online, via the class website. The dates for quizzes is noted on the course schedule, but also available below:

- September 29, 2020
- October 27, 2021
- November 24, 2021
- January 19, 2022
- February 9, 2022
- March 2, 2022
- March 23, 2022
- April 6, 2022

Policy and Program Design Workshops: 20% (4 x 5%)

On four occasions throughout the course, students will participate in policy and program design workshops where the instructor will lead the class through a case study. Using features on the course website, students will complete a series of questions and responses based upon the case. Students will be evaluated on their application of concepts and ideas introduced up until that point in the course when working through the challenges in the case. The dates for each workshop are noted in the course schedule, but also available below:

- October 20, 2021
- December 1, 2021
- February 2, 2022
- March 16, 2022

Briefing Note: 15%

The briefing note is a key communication tool in government. Briefing notes are insightful, yet concise. Producing a note that will satisfy senior management and politicians can be challenging. Using material provided by the instructor, students will prepare and submit a briefing note of no more than two pages in length on the assigned topic. Information on how to prepare a briefing note will be provided during lecture in advance of the November 10, 2021 due date. Examples of briefing notes will also be available on the course website.

Final Essay: 25%

The final essay is the major assignment for this course. In no more than 8 double-spaced pages (approximately 2,000 words) students will prepare a response to topic prepared by the instructor. A list of topics will be available later in the first semester of the course. Students will pick and prepare their response. Essays will be submitted no later than March 30, 2022.

## GENERAL ACADEMIC POLICIES

### Grade Scale

Course grades conform to the 9-point Grade Scale used in undergraduate programs at York University

| Percentage Mark | Letter Grade | Grade Point |
|-----------------|--------------|-------------|
| 90-100%         | A+           | 9           |
| 80-89%          | A            | 8           |
| 75-79%          | B+           | 7           |
| 70-74%          | B            | 6           |
| 65-69%          | C+           | 5           |
| 60-64%          | C            | 4           |
| 55-59%          | D+           | 3           |
| 50-54%          | D            | 2           |
| 40-49%          | E            | 1           |
| 0-39%           | F            | 0           |

### Academic Honesty and Integrity

Academic integrity offenses are taken seriously at York University. Students should familiarize themselves with the university's policies on scholastic offences. This information can be found on the Spark Module [here](#). All instances of academic dishonesty in this course will be reported to the appropriate university authorities. Students should familiarize themselves with the Senate Policy on Academic Honesty, available online [here](#).

### Accommodation of Religious Observances

York University is committed to respecting the religious beliefs and practices of all members of the community and to accommodating observances of special significance to adherents. Should any of the dates specified in this syllabus for assignments or quizzes pose such a conflict for you, please let the course director know in writing within the first three weeks of classes. Further guidance is available [here](#).

### Course Policies Regarding Assignments

- Assignments should be submitted through the course website and will not be accepted via email.
- All assignments are due by 11:59pm EST on the date noticed above, after which the assignment is considered late.
- The penalty for late assignments is 2% per day, including weekends.

## COURSE SCHEDULE

This course will adhere with York University's policies during the COVID-19 pandemic. To ensure everyone's safety and comfort, this class will be delivered virtually. As a result, our schedule of meetings and readings will understandably be much different than if we were to meet in-person. Much of the learning in this course will occur synchronously via Zoom.

As a full-year course, classes will begin on September 8, 2021 and conclude on April 6, 2022. The course will begin at 4:00pm EST. We will meet 24 times throughout this period. Some important dates on the course calendar are below:

- Start of Fall Semester: September 8, 2021
- Fall Reading Week: October 9-15, 2021
  - No Class October 13, 2021
- End of Fall Semester: December 7, 2021
- Start of Winter Semester: January 10, 2022
- Winter Reading Week: February 19-25
  - No Class February 23, 2022
- End of Winter Semester: April 10, 2022

While the class is based around lectures, students should expect to participate in class discussions each week. Students should also expect to respond to questions, reflect on material and engage with their colleagues at every meeting. To fully prepare for class, students should complete assigned readings, outlined in the weekly schedule below.

### **Class 1: September 8, 2021**

#### Introduction to Course

#### Readings:

Barker and Mau: "Chapter 1: What is Public Administration?"

Raadschelders, Jos C.N. 2008. "Understanding Government: Four Intellectual Traditions in the Study of Public Administration." *Public Administration* 86 (4): 925-949

### **Section 1: Theoretical Foundations**

### **Class 2: September 15, 2021**

The Structural and Humanistic Foundations of Public Administration

Readings:

Barker and Mau: "Chapter 3: Public Administration and Organization Theory: The Structural Foundation"

Barker and Mau: "Chapter 4: Public Administration and Organization Theory: The Humanistic Foundations"

Hodgetts, J.E. 1997. "The Intellectual Odyssey of Public Administration in English Canada." *Canadian Public Administration* 40 (2): 171-185

**Class 3: September 22, 2021**

Modern and Economic Approaches to Public Administration

Readings:

Barker and Mau: "Chapter 5: Public Administration and Organization Theory: The New Public Management"

Farmer, David John. 2010. "Public Administration in a World of Economics." *Administrative Theory and Praxis* 32 (3): 373-384

**Class 4: September 29, 2021**

Bureaucracy: Motivations, Incentives and Accountability

Readings:

Prendergast, Canice. 2007. "The Motivation and Bias of Bureaucrats." *American Economic Review* 97 (1): 180-196

May, Peter J. and Soren C. Winter. 2009. "Politicians, Managers and Street-Level Bureaucrats: Influence on Policy Implementation." *Journal of Public Administration Research and Theory*. 19 (3): 453-476

Section 1 Quiz

**Section 2: The Structure of Government in Canada**

**Class 5: October 6, 2021**

Federal and Provincial Government

Readings:

Barker and Mau: "Chapter 6: Government Departments and Central Agencies"

Barker and Mau: "Chapter 7: Crown Agencies"

**Class 6: October 20, 2021**

Local Government in Canada

Readings:

Spicer, Zachary, Joseph Lyons and Kate Graham. 2019. "A Brief Introduction to Local Government in Canada." in *Local Government in Practice: Cases in Governance, Planning and Policy*. Eds. Zachary Spicer, Joseph Lyons and Kate Graham.

Policy and Program Design Workshop 1

**Class 7: October 27, 2021**

Indigenous Governance and Crown Relations

Readings:

Abele, Frances. 2007. *Like and Ill-Fitting Boot: Government, Governance and Management Systems in the Contemporary Indian Act*. Ottawa: National Centre for First Nations Governance.

Alcantara, Christopher. 2008. "To Treaty or Not to Treaty? Aboriginal Peoples and Comprehensive Land Claims Negotiations in Canada." *Publius: The Journal of Federalism*. 28(2): 343-369

Section 2 Quiz

**Section 3: Politics and Administration**

**Class 8: November 3, 2021**

The Executive and the Crown

Readings:

Barker and Mau: "Chapter 9: The Executive and the Bureaucracy"

**Class 9: November 10, 2021**

The Legislature and Administration

Readings:

Barker and Mau: "Chapter 11: The Legislature and the Bureaucracy"

Briefing Note Due

**Class 10: November 17, 2021**

The Courts, Judicial Process and Administration

Readings:

Barker and Mau: "Chapter 12: The Judiciary and the Bureaucracy"

McCormick, Peter. 2004. "New Questions about an Old Concept: The Supreme Court of Canada's Judicial Independence Decisions." *Canadian Journal of Political Science* 37 (4): 839-862

**Class 11: November 24, 2021**

Politics, Administration and Civil Servants

Readings:

Barker and Mau: "Chapter 14: Non-Governmental Actors and the Bureaucracy"

Section 3 Quiz

**Section 4: Service Delivery**

**Class 12: December 1, 2021**

Public Goods, Private Goods and Service Delivery

Readings:

Ostrom, Vincent and Elinor Ostrom. "Public Goods and Public Choices"

Policy and Program Design Workshop 2

**Class 13: January 12, 2022**

Models of Service Delivery

Readings:

Barker and Mau: "Chapter 8: Alternative Service Delivery"

**Class 14: January 19, 2022**

Public Engagement and Consultation

Readings:

Vigoda, Eran. 2002. "From Responsiveness to Collaboration: Governance, Citizens and the Next Generation of Public Administration." *Public Administration Review* 62 (5): 527-540

Irvin, Renee and John Stansbury. 2004. "Citizen Participation in Decision-Making: Is it Worth the Effort?" *Public Administration Review* 64 (1): 55-65

Richardson, Jeremy. 2000. "Government, Interest Groups and Policy Change." *Political Studies* 48 (5): 1006-1025

Section 4 Quiz

**Section 5: Taxation and Finance**

**Class 15: January 26, 2022**

Fiscal Federalism

Readings:

Goldberg Jonah and Sean Speer. 2020. "Reforming Canadian Fiscal Federalism: The Case for Intergovernmental Disentanglement." *Ontario 360 - Munk School of Global Affairs*.

Hartman, Erich, Jordann Thirgood and Andrew Thies. 2018. *A Fair Fiscal Deal: Towards a More Principled Allocation of Federal Transfers*. Toronto: Mowatt Centre.



**Class 16: February 2, 2022**

Readings:

Barker and Mau: "Chapter 17: the Budgetary Process"

Policy and Program Design Workshop 3

**Class 17: February 9, 2022**

Readings:

Barker and Mau: "Chapter 18: Management of Financial Resources"

Section 5 Quiz

**Section 6: Human Resources and Organizational Theory**

**Class 18: February 16, 2022**

Managing People and Culture in Government

Readings:

Barker and Mau: "Chapter 15: The Management of Human Resources"

**Class 19: March 2, 2022**

Building a Diverse Public Service

Readings:

Barker and Mau: "Chapter 16: Representative Bureaucracy and Employment Equity"

Section 6 Quiz

**Section 7: Digital Government**

**Class 20: March 9, 2022**

Digital Government: What's New Here?

Readings:

Bretschneider, Stuart I. and Ines Mergel. 2010. Technology and Public Management Systems: Where We Have Been and Where We are Going?

Dunleavy, Patrick, Helen Margetts, Simon Bastow and Jane Tinkler. 2005. "New Public Management is Dead - Long Live Digital-Era Governance." *Journal of Public Administration Research and Theory*. 16(3): 467-494

**Class 21: March 16, 2022**

Government as a Platform

Readings:

Fishenden, Jerry and Mark Thompson. 2013. "Digital Government, Open Architecture and Innovation: Why Public Sector IT Will Never be the Same Again." *Journal of Public Administration Research and Theory* 23: 977-1004

New Zealand's Lab+ Experiment. 2017. "Government as a Platform: The Value Proposition"

Policy and Program Design Workshop 4

**Class 22: March 23, 2022**

Data and Government

Readings:

Robertson, Hamish and Joanne Travaglia. 2015. "Big data problems we have today can be traced to the social ordering practices of the 19<sup>th</sup> century." *LSE Blog*. October 13, 2015.

Coyle, Dianna. 2019. "The Value of Data"

Apolitical. "New York City is Saving Lives by Predicting Where Fires will Break Out."

Section 7 Quiz

**Section 8: Ethics**

**Class 23: March 30, 2022**

Ethics and Accountability

Readings:

Barker and Mau: "Chapter 2: Values and Ethics in Public Administration"

Kernaghan, Kenneth. 2003. "Integrating Values into Public Service: The Values Statement as Centrepiece." *Public Administration Review* 63(6): 711-719

Final Essay Due

**Class 24: April 6, 2022**

Ethics in Action

Readings:

Wheeland, Craig M. "Gregory C. Smith: A Township Manager Effectively Managing Ethical Dilemmas." *Public Integrity* 15(3): 265-81

Lou, Ethan. 2021. "Easy Money: The Scam that Revealed Chaos and a Culture of Fraud at Queen's Park." *Toronto Life*. May 25, 2021.

Section 8 Quiz