

PPAS 3190 (A)
Public Administration

York University
School of Public Policy and Administration

Friday
11:30am
CLH 110

LAND ACKNOWLEDGEMENT

York University recognizes that many Indigenous Nations have longstanding relationships with the territories upon which York University campuses are located that precede the establishment of York University. York University acknowledges its presence on the traditional territory of many Indigenous Nations. The area known as Tkaronto has been care taken by the Anishinabek Nation, the Haudenosaunee Confederacy, and the Huron-Wendat. It is now home to many First Nation, Inuit and Métis communities. We acknowledge the current treaty holders, the Mississaugas of the Credit First Nation. This territory is subject of the Dish with One Spoon Wampum Belt Covenant, an agreement to peaceably share and care for the Great Lakes region.

CONTACT INFORMATION

Course Director:
Dr. Zachary Spicer
Associate Professor, SPPA
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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, 2nd Edition*. Toronto: Nelson

All other readings will be available through the course website.

COURSE REQUIREMENTS

Core Concept Quizzes: 40% (4 x 10%)

The course is divided into 4 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. Each quiz will be available online, via the class website. The dates for quizzes is noted on the course schedule, but also available below:

- October 28, 2022
- January 13, 2023
- February 24, 2023
- April 7, 2023

Briefing Note: 25%

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 18, 2022 due date. Examples of briefing notes will also be available on the course website.

Final Essay: 35%

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 31, 2023.

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

Accessibility

While all individuals are expected to satisfy the requirements of their program of study and to aspire to achieve excellence, the University recognizes that persons with disabilities may require reasonable accommodation to enable them to perform at their best. The University encourages students with disabilities to register with [Student Accessibility Services](#) to discuss their accommodation needs as early as possible in the term to establish the recommended academic accommodations that will be communicated to Course Directors through their Letter of Accommodation (LOA).

Please let your instructor know as early as possible in the term if you anticipate requiring academic accommodation so that we can discuss how to consider your accommodation needs within the context of this course. Sufficient notice is needed so that reasonable steps for accommodation can be discussed. Accommodations for tests/exams normally require three (3) weeks (or 21 days) before the scheduled test/exam to arrange.

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](#).

Technical Requirements

Students should have access to the internet and a computer or smart device in order to fully participate in the course. Information about the course is available on eClass. Access to the internet is required to access eClass and fully utilize its features. News and information about the class will be shared via eClass. Students should ensure they are checking the course website frequently. At points in the class, students will be required to upload assignments and complete quizzes via eClass. Students should have access to a stable, high-speed internet connection to do so. If students are unsure about the quality of their internet connection or their access to necessary computer equipment they are encouraged to consult with University Information Technology services. For specific assistance please contact askit@yorku.ca

Intellectual Property

Course materials are designed for use as part of this particular course at York University and are the intellectual property of the instructor unless otherwise stated. Third-party copyrighted materials (such as book chapters, journal articles, music, videos, etc.) have either been licensed for use in this course or fall under an exception or limitation in Canadian copyright law. Students may not publish, post on an Internet site, sell, or otherwise distribute any course materials or work without the instructor's express permission. Course materials should only be used by students enrolled in this course.

Copying this material for distribution (e.g., uploading material to a commercial third-party website) may lead to a charge of misconduct according to York's [Code of Student Rights and Responsibilities](#), the [Senate Policy on Academic Honesty](#), and/or legal consequences for copyright violations.

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](#).

Recording and Online Teaching and Learning

Activities for this course involve recording, in partial fulfillment of the course learning outcomes. Images, audio, text/chat messaging that have been recorded may be used and/or made available by the University to students enrolled in the course and those supporting the course for the purpose of materials review, for assessment, etc. Recordings will be managed according to the University's Common Record Schedule and will be securely destroyed when no longer needed by the University. Your personal information is protected in accordance with York

University's [Guidelines on Access of Information and Protection of Privacy](#) and the [Freedom of Information and Protection of Privacy Act](#). Access to online materials, including recordings or live meetings, is subject to York University's [Senate Policy on Computing and Information Technology Facilities](#).

The University will use reasonable means to protect the security and confidentiality of the recorded information, but cannot provide a guarantee of such due to factors beyond the University's control, such as recordings being forwarded, copied, intercepted, circulated, disclosed, or stored without the University's knowledge or permission, or the introduction of malware into computer system which could potentially damage or disrupt the computer, networks, and security settings. The University is not responsible for connectivity/technical difficulties or loss of data associated with your hardware, software, or Internet connection.

By engaging in course activities that involve recording, you are consenting to the use of your appearance, image, text/chat messaging, and voice and/or likeness in the manner and under the conditions specified herein. In the case of a live stream recording, if you choose not to have your image or audio recorded, you may disable the audio and video functionality. If you choose to participate using a pseudonym instead of your real name, you must disclose the pseudonym to your instructor in advance to facilitate class participation.

You are not permitted to disclose the link to/URL of an event or an event session recording or copies of recording to anyone, for any reason. Recordings are available only to authorized individuals who have been directly provided the above instructions/link for their use. Recordings for personal use, required to facilitate your learning and preparation of personal course/lecture notes, may not be shared with others without the permission of the instructor or event coordinator, and may not be published, posted, linked to, or otherwise made available online, including on social media feeds, even if those feeds are private.

Course Policies Regarding Assignments

- Assignments should be submitted through the course website and will not be accepted via email or in hard copy.
- Any concerns about the research process or assignments should be addressed with the instructor well in advance of any deadlines. The York University library system also has a research support service, which is available [here](#).
- Students requiring support writing assignments are encouraged to consult with York's [Writing Centre](#).
- All assignments are due by 11:59pm EST on the date noticed above, after which the assignment is considered late.

- Citations for all assignments should conform to Chicago Style format. The York library has a guide available for students [here](#).
- The penalty for late assignments is 2% per day, including weekends.

COURSE SCHEDULE AND FORMAT

As a full-year course, classes will begin on September 9, 2022 and conclude on April 7, 2023. The course will begin at 11:30am. We will meet 24 times throughout this period. Some important dates on the course calendar are below:

- Start of Fall Semester: September 7, 2022
- Fall Reading Week: October 8 – 14, 2022
 - No Class: October 14, 2022
- End of Fall Semester: December 2, 2022
- Start of Winter Semester: January 13, 2023
- Winter Reading Week: February 18 – 24, 2023
 - No Class: February 24, 2023
- End of Winter Semester: April 7, 2023

This class will be delivered in-person at York’s Keele campus. Even though this course meets in person, it may occasionally involve Hyflex sessions when guest speakers join parts of a class remotely via Zoom. Hyflex sessions are digitally transmitted and may be recorded to support teaching and learning in the classroom. As a result, York University may collect your image, voice, name, personal views and opinions, and course work under the authority of The York University Act, 1965, and for use in related educational purposes. Students who participate in a Hyflex session are consenting to have their video or image transmitted and/or recorded. If you have concerns with such transmission or recording, sit in the designated seating area which is outside of the camera range. In addition, students who participate orally are consenting to have their voices, personal views and opinions transmitted and/or recorded. If you do not consent to the transmission or recording of your voice, please use the text-based chat function to communicate during class. Students are not permitted to use any third-party software or application to record a transmitted Hyflex session. If you have any questions about the collection or use of your personal information, please contact your instructor or the Privacy Office at info.privacy@yorku.ca. If the instructor is unable to attend lecture in person due to academic scheduling conflicts (outlined below) or health reasons, lecture will be recorded or (in a worst case scenario) cancelled.

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 9, 2022

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 and Structural Foundations

Class 2: September 16, 2022

Note: Lecture is Recorded this Week

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"

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

Class 3: September 23, 2022

Public Service Motivation, 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

Class 4: September 30, 2022

Federal and Provincial Government

Readings:

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

Barker and Mau: "Chapter 7: Crown Agencies"

Class 5: October 7, 2022

Executive and the Crown

Readings:

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

Class 6: October 21, 2022

Note: Lecture is Recorded this Week

Parliament and the Courts

Readings:

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

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

Class 7: October 28, 2022

Local Government and Indigenous Governance

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.

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 1 Quiz

Section 2: Policy Design and Service Delivery

Class 8: November 4, 2022

Public Policy and Policy Problems

Readings:

Peters, Guy B. 2005. "The Problem of Policy Problems." *Journal of Comparative Policy Analysis* 7(4): 349-370.

Head, Brian W. 2008. "Wicked Problems in Public Policy." *Public Policy* 3(2): 101-118.

Class 9: November 11, 2022

Models of Policy-Making

Readings:

Beland, Daniel. 2016. "Kingdon Reconsidered: Ideas, Interests and Institutions in Comparative Policy Analysis." *Journal of Comparative Policy Analysis: Research and Practice* 18(3): 228-242.

Class 10: November 18, 2022

Intervention and Solutions Design

Readings:

McDonnell, Lorraine M. and Richard F. Elmore. 1987. "Getting the Job Done: Alternative Policy Instruments." *Educational Evaluation and Policy Analysis* 9(2): 133-152.

Briefing Note Assignment Due

Class 11: November 25, 2022

Policy Monitoring and Evaluation

Readings:

Hanberger, Anders. 2001. "What is the Policy Problem? Methodological Challenges in Policy Evaluation." *Evaluation* 7(1): 45-62

Class 12: December 2, 2022

Data and Research Methods for Policy Design

Readings:

Engler, Alex. 2020. *What all Policy Analysts Need to Know About Data Science*. Washington, DC: Brookings Institution

Class 13: January 13, 2023

Models of Service Delivery

Readings:

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

Section 2 Quiz

Section 3: Operations

Class 14: January 20, 2023

Taxation and Finance

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 15: January 27, 2023

Budgets and Budget Making

Readings:

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

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

Class 16: February 3, 2023

Human Resources

Readings:

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

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

Class 17: February 10, 2023

Emergency and Crisis Management

Readings:

't Hart, Paul and Bengt Sundelius. 2013. "Crisis Management Revisited: A New Agenda for Research, Training and Capacity Building Within Europe." *Cooperation and Conflict* 48(3): 444-461

't Hart, Paul, Karen Tindall and Christer Brown. 2009. "Crisis Leadership of the Bush Presidency: Advisory Capacity and Presidential Performance in the Acute Stages of the 9/11 and Katrina Crises." *Presidential Studies Quarterly* 39(3): 473-493

Class 18: February 24, 2023

Digital Government

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

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

Section 3 Quiz

Section 4: Future Trends and Challenges

Class 19: March 3, 2023

Ethics

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

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

Class 20: March 10, 2023

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

Class 21: March 17, 2023

Intergovernmental Relations

Readings:

Barker and Mau: "Chapter 13: Intergovernmental Administrative Relations"

Class 22: March 24, 2023

Data and Trust in Government

Readings:

Robertson, Hamish and Joanne Travaglia. 2015. "Big data problems we have today can be traced to the social ordering practices of the 19th 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."

Class 23: March 31, 2023

Non-Governmental Actors

Readings:

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

Final Essay Due

Class 24: April 7, 2023

Public Administration in a Changing World

Readings:

None

Section 4 Quiz