

CANADIAN PUBLIC SECTOR: IMPLEMENTATION OF POLICIES

Term 1, Fall 2018

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Course Description

This course introduces students to the structures and processes of management in the Canadian public sector. The purpose is to highlight the role played by administrative personnel and institutions in governing Canada. The course provides an exposure to the organizational and operational arrangements in the federal public service, and critically examines the governing framework of the country.

Course Objectives

By the end of the course students should be able to:

- Identify and describe the structures and operations of public sector organizations in Canada;
- Understand and explain the role and significance of the public service in Canada;
- Critically analyze issues related to public policy and administration; and
- Appreciate competing views and debates.

Required Materials and Texts

- Johnson, D. *Thinking Government: Public Sector Management in Canada*, 4th edition. Toronto: University of Toronto Press, 2017 (for lectures).
- Leone, R. and F. Ohemeng. *Approaching Public Administration: Core Debates and Emerging Issues*. Toronto: Emond Montgomery Publications, 2011 (for debates).

Class Format

The class will meet for three one-hour sessions per week. Two of the sessions (Monday and Wednesday) will be devoted to lectures/discussions, and one (Friday) to debates and group work. The course will begin with an introduction to the concept of the public sector. This will be followed by discussions on public policy and administration, and the nature of society and government in Canada. The remaining lectures will focus on ideologies and institutions of governance, structure and operation of the Cabinet, financial and human resources management, representativeness, equity, accountability and responsibility in the public service. Finally, the course will explore contemporary issues in public sector management.

The Friday sessions will be devoted to debates on critical issues in public policy and administration. Each group will debate issues identified in the assigned readings. The entire class is expected to participate actively in the process by discussing assigned questions, making comments and raising points of importance. The exercise will help build a sound knowledge base and develop analytical skills on relevant concepts and their meaningful application, and establish relevance of the course material to actual

developments in the public sector. Groups will be formed and students will select their topics for debates during class on Friday, September 14.

Course Evaluation – Overview

1. Statement on Research; Due Monday, September 24, 2018 (10%)
2. Participation and Debates (25%)
3. Test 1, October 17 (20%)
4. Research Essay; Due November 12, 2018 (25%)
5. Test 2, November 28 (20%)

Course Evaluation – Details

Statement on Research (10%), Monday September 24, 2018

Students will submit a 1-2 page statement on the topic to be pursued in the research paper. The statement will include information on the problem to be investigated, key argument(s) and expected conclusions.

Research Essay (25%), Monday, November 12, 2018

The research essay must be related to a topic in the course. It should be approximately 2,000 words in length, with appropriate citations and references. The paper should demonstrate an advanced level of understanding and analysis of problems, issues and strategies of management in the public sector. The essay must include an introductory section stating the topic of the paper and research question(s); a clear and concise thesis statement; supporting evidence; and a conclusion summarizing the arguments presented in the paper. The essay should be analytical (not just descriptive) and present a critical analysis of an issue of management in the public sector.

The bibliography should present a minimum of five scholarly sources not including the course texts. The due date is firm and it is the responsibility of students to plan ahead and submit their papers on time. Late papers will not be accepted without documentation. All essays are to be written in formal academic style and must be fully referenced. Papers should be handed to the Instructor before class on the due dates.

Participation and Debates (25%), Friday, September 14, 2018

Students are expected to actively participate in class. This may take the form of raising questions or adding comments, insight and examples to the issues presented in lectures. Students will work in groups to participate in debates on a number of issues related to management in the public sector. Each group will present their points of view for approximately 20 minutes. This will be followed by feedback, questions and comments from the class. Marks will be awarded on the relevance of issues, quality of information in the presentation, and initiation of class interaction. Group formation and selection of topics will be completed in class on September 14.

Test 1 (20%), October 17, 2018

The first test will be held on October 17. It will cover the course material up to that date.

Test 2 (20%), November 28, 2018

The second test is scheduled on November 28. It will cover the course material for the second half of the course.

For both tests, students will be graded on their ability to analyze and synthesize the material.

Weekly Course Schedule and Required Readings

Week 1 - September 5

Wednesday, September 5: Introduction

Readings: n/a

Week 2 - September 10

Monday, September 10 and Wednesday, September 12: Administration in the Public Sector

Reading: Johnson, Chapter 5

Friday, September 14: Introduction to Debates

Readings: n/a

Week 3 - September 17

Monday, September 17 and Wednesday, September 19: Government and Society in Canada

Reading: Johnson, Chapter 1

Friday, September 21: Theories of Public Administration

Reading: Leone and Ohemeng, Chapter 1

Week 4 - September 24

Monday, September 24 and Wednesday, September 26: Ideologies and the Public Service

Reading: Johnson, Chapter 2

Notes: Statement on Research Due

Friday, September 28: Control of Government

Reading: Leone and Ohemeng, Chapter 2

Week 5 - October 1

Monday, October 1 and Wednesday, October 3: Institutions of Governance

Reading: Johnson, Chapter 3

Friday, October 5: Neutrality of Bureaucracy

Reading: Leone and Ohemeng, Chapter 3

Week 6 - October 8-12: Reading Week

Week 7 - October 15

Monday, October 15 - Review

Reading: Johnson, Chapters 1, 2, 3, 5 and Leone and Ohemeng, Chapters 1, 2, 3

Wednesday, October 17- TEST 1

Notes: Be prepared for the test.

Week 8 - October 22

Monday, October 22 and Wednesday, October 24: Cabinet and Decision-Making

Reading: Johnson, Chapter 4

Friday, October 26 - Ministerial Responsibility

Readings: Leone and Ohemeng, Chapter 5

Week 9 - October 29

Monday, October 29 and Wednesday, October 31 - Financial Resource Management in the Public Sector

Reading: Johnson, Chapter 6

Friday, November 2 - Service Delivery

Reading: Leone and Ohemeng, Chapter 10

Week 10 - November 5

Monday, November 5 and Wednesday, November 7 - Human Resource Management in the Public Sector

Reading: Johnson, Chapter 7

Friday, November 9- Employment Equity

Reading: Leone and Ohemeng, Chapter 11

Week 11 - November 12

Monday, November 12 and Wednesday, November 14 - Representativeness and Equity

Reading: Eddie Ng and Greg Sears, "[Toward Representative Bureaucracy: Predicting Public Service Attraction among Underrepresented Groups in Canada](#)", *Review of Public Personnel Administration*, Vol. 35, 2015, pp. 367-385.

Reading: Johnson, Chapter 7

Friday, November 16 - Whistleblowing in the Public Service

Reading: Leone and Ohemeng, Chapter 8

Week 12 - November 19

Monday, November 19 and Wednesday, November 21 - Accountability and Responsibility in the Public Service

Reading: Johnson, Chapter 9

Friday, November 23 - Values and Ethics

Reading: Kenneth Kernaghan, "[A Special Calling: Values, Ethics and Professional Public Service](#)".

Week 13 - November 26

Monday, November 26 - Review

Readings: Johnson (Chapters 4, 6, 8, 9) and Leone and Ohemeng (5, 8, 10, 11)

Wednesday, November 28 - TEST 2

Readings: n/a

Week 14 - December 3

Monday, December 3 and Wednesday, December 5 - Issues in Public Sector Management

Reading: Johnson, Chapter 8.

Course Policies

Submission of Assignments

Written work must be submitted in hard copy in class and cannot be accepted electronically or by fax.

Grades

Grades will be based on the McMaster University grading scale:

MARK	GRADE
90-100	A+

MARK	GRADE
85-90	A
80-84	A-
77-79	B+
73-76	B
70-72	B-
67-69	C+
63-66	C
60-62	C-
57-59	D+
53-56	D
50-52	D-
0-49	F

Late Assignments

Late papers will be accepted, subject to a late penalty of 5 percent per weekday to a maximum of 5 days, after which they will not be accepted and a mark of 0 will be recorded. In the interest of fairness to all students, there will be no exception to this, unless you have arranged in advance for an extension. Papers submitted after deadlines (including late papers with permission) will be marked, but comments will not be provided.

Absences, Missed Work, Illness

Extensions on assignments can be arranged in the event of illness or other extenuating circumstances. All extensions must be arranged in advance of the day on which a paper is due.

In light of the format of the course and the emphasis on regular and consistent participation in class discussions, attendance is mandatory. Some absences (such as in cases of illness, for example) may be unavoidable. Please contact me in advance (or as soon thereafter as possible) via email if you are going to be absent.

Avenue to Learn

In this course we will be using Avenue to Learn. Students should be aware that, when they access the electronic components of this course, private information such as first and last names, user names for the McMaster e-mail accounts, and program affiliation may become apparent to all other students in the same course. The available information is dependent on the technology used. Continuation in this course will be deemed consent to this disclosure. If you have any questions or concerns about such disclosure please discuss this with the course instructor.

Turnitin.com

In this course we will be using a web-based service (Turnitin.com) to reveal plagiarism. Students will be expected to submit their work electronically to Turnitin.com and in hard copy so that it can be checked for academic dishonesty. Students who do not wish to

submit their work to Turnitin.com must still submit a copy to the instructor. No penalty will be assigned to a student who does not submit work to Turnitin.com. All submitted work is subject to normal verification that standards of academic integrity have been upheld (e.g., on-line search, etc.). For more information please refer to the [Turnitin.com Policy](#).

University Policies

Academic Integrity Statement

You are expected to exhibit honesty and use ethical behavior in all aspects of the learning process. Academic credentials you earn are rooted in principles of honesty and academic integrity.

Academic dishonesty is to knowingly act or fail to act in a way that results or could result in unearned academic credit or advantage. This behavior can result in serious consequences, e.g. the grade of zero on an assignment, loss of credit with a notation on the transcript (notation reads: "Grade of F assigned for academic dishonesty"), and/or suspension or expulsion from the university.

It is your responsibility to understand what constitutes academic dishonesty. For information on the various types of academic dishonesty please refer to the [Academic Integrity Policy](#).

The following illustrates only three forms of academic dishonesty:

1. Plagiarism, e.g. the submission of work that is not one's own or for which credit has been obtained.
2. Improper collaboration in group work.
3. Copying or using unauthorized aids in tests and examinations.

Academic Accommodation of Students with Disabilities

Students who require academic accommodation must contact Student Accessibility Services (SAS) to make arrangements with a Program Coordinator. Academic accommodations must be arranged for each term of study. Student Accessibility Services can be contacted by phone 905-525-9140 ext. 28652 or e-mail sas@mcmaster.ca. For further information, consult McMaster University's Policy for [Academic Accommodation of Students with Disabilities](#).

Faculty of Social Sciences E-mail Communication Policy

Effective September 1, 2010, it is the policy of the Faculty of Social Sciences that all e-mail communication sent from students to instructors (including TAs), and from students to staff, must originate from the student's own McMaster University e-mail account. This policy protects confidentiality and confirms the identity of the student. It is the student's responsibility to ensure that communication is sent to the university from a McMaster

account. If an instructor becomes aware that a communication has come from an alternate address, the instructor may not reply at his or her discretion.

Course Modification

The instructor and university reserve the right to modify elements of the course during the term. The university may change the dates and deadlines for any or all courses in extreme circumstances. If either type of modification becomes necessary, reasonable notice and communication with the students will be given with explanation and the opportunity to comment on changes. It is the responsibility of the student to check his/her McMaster email and course websites weekly during the term and to note any changes.