

CANADIAN PUBLIC SECTOR MANAGEMENT

Term 1, Fall 2021

Instructor: A. Shafiqul Huque
Email: hugueas@mcmaster.ca
Meetings: Monday, 11:30AM-12:20PM
Wednesday, 11:30AM-1:20 PM
Venue: Virtual

Office Hours: Monday, 10-11AM or by
appointment

Contents

Course Description.....	3
Course Objectives.....	3
Required Materials and Texts	3
Class Format.....	3
Course Evaluation – Details	4
Statement on Research (20%), Due Monday, October 4, 2021.....	4
Commentary (20%), Due Monday, October 25, 2021.....	4
Research Essay (30%), Due Wednesday, November 17, 2021 Error! Bookmark not defined.	
Take Home Test (30%), November 26-December 1, 2021.....	4
Weekly Course Schedule and Required Readings	5
Week 1 (September 8).....	5
Week 2 (September 13, 15).....	5
Week 3 (September 20, 22).....	5
Week 4 (September 27, 29).....	5
Week 5 (October 4, 6)	5
Week 6 (October 11-17) Mid-Term Recess.....	5
Week 7 (October 18, 20)	5
Week 8 (October 25, 27)	5
Week 9 (November 1, 3).....	5
Week 10 (November 8, 10).....	6
Week 11 (November 15, 17).....	6
Week 12 (November 22, 24).....	6
Week 13 (November 29, December 1)	6
Week 14 (December 6).....	6

Course Policies	6
Submission of Assignments.....	6
Grades.....	6
Late Assignments	7
Absences, Missed Work, Illness	7
Courses With An On-Line Element.....	7
Authenticity / Plagiarism Detection	7
Online Proctoring.....	8
Copyright and Recording	8
Academic Accommodation for Religious, Indigenous or Spiritual Observances (RISO)	8
Academic Integrity Statement.....	8
Conduct Expectations.....	9
Academic Accommodation of Students with Disabilities.....	9
Faculty of Social Sciences E-mail Communication Policy	9
Course Modification.....	10
Extreme Circumstances.....	10

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;
- Appreciate competing views and debates; and
- Present information and analysis in academic writing format.

Required Materials and Texts

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

Class Format

Two sessions of the class every week (Monday and Wednesday) will be devoted to lectures. The contents of lectures and power-point slides will be uploaded before the scheduled times for the class.

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.

Course Evaluation – Overview

1. Statement on Research (20%): Due October 4, 2021 at 10 PM
2. Commentary (20%): Due October 25, 2021 at 10 PM
3. Research Essay (30%): Due November 17, 2021 at 10 PM

4. Take Home Test, (30%): November 26-December 1, 2021, Due Wednesday, December 1 at 10 PM

Course Evaluation – Details

Statement on Research (20%), Due Monday October 4, 2021

Students will submit a statement (2-3 pages) on the topic to be examined in the research essay. It should include information on the problem to be investigated, its significance, key argument(s), expected conclusions, and 3-5 references. It should be submitted through A2L by 10 PM on October 4, 2021.

Commentary (20%), Due October 25, 2021

The written commentary (2-3 pages) on prominent issues in public sector management. Topics and submission dates will be assigned for every student. The commentary should demonstrate a good understanding of the key debates, and the ability to argue convincingly with evidence. It should be submitted through A2L by 10 PM on October 25, 2021.

Research Essay (30%), Due Wednesday, November 17, 2021

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 essay should demonstrate an advanced level of understanding and analysis of problems and issues in public sector management. 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 and time 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 submitted through A2L by 10 PM on November 17, 2021.

Take Home Test (30%), November 26-December 1, 2021

Questions will be released on Avenue to Learn at 1 PM on November 26. Students should demonstrate the ability to analyze and synthesize the material covered in the course. Answers must be submitted through A2L by 10 PM on December 1, 2021.

Weekly Course Schedule and Required Readings

Week 1 (September 8)

Introduction

Readings: n/a

Week 2 (September 13, 15)

Administration in the Public Sector

Reading: Johnson, Chapter 5

Week 3 (September 20, 22)

Government and Society in Canada

Reading: Johnson, Chapter 1

Week 4 (September 27, 29)

Ideologies and the Public Service

Reading: Johnson, Chapter 2

Week 5 (October 4, 6)

October 6-7: Institutions of Governance

Reading: Johnson, Chapter 3

Note: Statement on Research Due on Monday, October 4

Week 6 (October 11-17) Mid-Term recess

Week 7 (October 18, 20)

Cabinet and Decision-Making

Reading: Johnson, Chapter 4

Week 8 (October 25, 27)

October 27-28: Financial Resource Management in the Public Sector

Reading: Johnson, Chapter 6

Note: Commentary Due on Monday, October 25

Week 9 (November 1, 3)

Human Resource Management in the Public Sector

Reading: Johnson, Chapter 7

Week 10 (November 8, 10)

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.

November 13: Whistleblowing in the Public Service

Reading: Leone and Ohemeng, Chapter 8.

Week 11 (November 15, 17)

Accountability and Responsibility in the Public Service

Reading: Johnson, Chapter 9

Research Essay Due on Wednesday, November 11

Week 12 (November 22, 24)

Issues in Public Sector Management

Reading: Johnson, Chapter 8.

November 26: Take Home Test.

Week 13 (November 29, December 1)

December 1: Take Home Test

Week 14 (December 6): Review

Course Policies

Submission of Assignments

Written work must be submitted through A2L. In exceptional circumstances, the instructor may accept submission by e-mail.

Grades

Grades will be based on the McMaster University grading scale:

MARK	GRADE
90-100	A+
85-90	A
80-84	A-
77-79	B+
73-76	B
70-72	B-
67-69	C+

MARK	GRADE
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

McMaster Student Absence Form (MSAF): In the event of an absence for medical or other reasons, students should review and follow the Academic Regulation in the Undergraduate Calendar “Requests for Relief for Missed Academic Term Work”.

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.

Courses With An On-Line Element

Some courses may use on-line elements (e.g. e-mail, Avenue to Learn (A2L), LearnLink, web pages, capa, Moodle, ThinkingCap, etc.). Students should be aware that, when they access the electronic components of a course using these elements, 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 a course that uses on-line elements will be deemed consent to this disclosure. If you have any questions or concerns about such disclosure please discuss this with the course instructor.

Authenticity / Plagiarism Detection

Some courses may use a web-based service (Turnitin.com) to reveal authenticity and ownership of student submitted work. For courses using such software, students will be

expected to submit their work electronically either directly to Turnitin.com or via an online learning platform (e.g. A2L, etc.) using plagiarism detection (a service supported by Turnitin.com) so it can be checked for academic dishonesty.

Students who do not wish their work to be submitted through the plagiarism detection software must inform the Instructor before the assignment is due. No penalty will be assigned to a student who does not submit work to the plagiarism detection software.

All submitted work is subject to normal verification that standards of academic integrity have been upheld (e.g., on-line search, other software, etc.). For more details about McMaster's use of Turnitin.com please go to

www.mcmaster.ca/academicintegrity.

Online Proctoring

Some courses may use online proctoring software for tests and exams. This software may require students to turn on their video camera, present identification, monitor and record their computer activities, and/or lock/restrict their browser or other applications/software during tests or exams. This software may be required to be installed before the test/exam begins.

Copyright and Recording

Students are advised that lectures, demonstrations, performances, and any other course material provided by an instructor include copyright protected works. The Copyright Act and copyright law protect every original literary, dramatic, musical and artistic work, **including lectures** by University instructors

The recording of lectures, tutorials, or other methods of instruction may occur during a course. Recording may be done by either the instructor for the purpose of authorized distribution, or by a student for the purpose of personal study. Students should be aware that their voice and/or image may be recorded by others during the class. Please speak with the instructor if this is a concern for you.

Academic Accommodation for Religious, Indigenous or Spiritual Observances (RISO)

Students requiring academic accommodation based on religious, indigenous or spiritual observances should follow the procedures set out in the [RISO](#) policy. Students should submit their request to their Faculty Office **normally within 10 working days** of the beginning of term in which they anticipate a need for accommodation or to the Registrar's Office prior to their examinations. Students should also contact their instructors as soon as possible to make alternative arrangements for classes, assignments, and tests.

Academic Integrity Statement

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

academic integrity. It is your responsibility to understand what constitutes academic dishonesty.

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 behaviour 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. For information on the various types of academic dishonesty please refer to the Academic Integrity Policy, located at <https://secretariat.mcmaster.ca/university-policies-procedures-guidelines/>

The following illustrates only three forms of academic dishonesty:

- plagiarism, e.g. the submission of work that is not one’s own or for which other credit has been obtained.
- improper collaboration in group work.
- copying or using unauthorized aids in tests and examinations.

Conduct Expectations

As a McMaster student, you have the right to experience, and the responsibility to demonstrate, respectful and dignified interactions within all of our living, learning and working communities. These expectations are described in the [Code of Student Rights & Responsibilities](#) (the “Code”). All students share the responsibility of maintaining a positive environment for the academic and personal growth of all McMaster community members, **whether in person or online**.

It is essential that students be mindful of their interactions online, as the Code remains in effect in virtual learning environments. The Code applies to any interactions that adversely affect, disrupt, or interfere with reasonable participation in University activities. Student disruptions or behaviours that interfere with university functions on online platforms (e.g. use of Avenue 2 Learn, WebEx or Zoom for delivery), will be taken very seriously and will be investigated. Outcomes may include restriction or removal of the involved students’ access to these platforms

Academic Accommodation of Students with Disabilities

Students with disabilities who require academic accommodation must contact [Student Accessibility Services](#) (SAS) at 905-525-9140 ext. 28652 or sas@mcmaster.ca to make arrangements with a Program Coordinator. For further information, consult McMaster University’s [Academic Accommodation of Students with Disabilities](#) policy.

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.

Extreme Circumstances

The University reserves the right to change the dates and deadlines for any or all courses in extreme circumstances (e.g., severe weather, labour disruptions, etc.). Changes will be communicated through regular McMaster communication channels, such as McMaster Daily News, A2L and/or McMaster email.