

**McMaster University
Political Science**

**POLSCI 785
Public Sector Management
FALL 2016, Term 1**

Instructor: Shafiqul Huque
Office: KTH 527
Telephone: 905.525.9140 ext 23124
E-mail: huqueas@mcmaster.ca

Class: Thursdays, 11:30-14:20
Classroom: KTH B108
Office Hours: Mondays 13:00-14:30
or by appointment

Course Objectives

Governments across the world face major challenges in producing and delivering public goods and services in the context of social complexities, financial constraints and increasing demands from citizens. Public sector management involves a wide range of tasks and responsibilities that are critical in governing a country. This course aims to provide an advanced overview of a number of key issues of management in the public sector. Drawing upon the organization and operations of administrative agencies and institutions, this course intends to work toward the development of a critical understanding of concepts, strategies and outcome of public sector management. Following the completion of the course, students should be able to think critically to identify alternative approaches to analyzing and resolving public management issues and problems. There will be scope to present a seminar paper and conduct original research on issues related to the evolution, operation, performance, and contribution of organizations in public sector management. Students will analyze and reflect upon the principles and practices of public sector management and present new insight on existing ideas. They will be required to write research essays and participate actively in the deliberations on a regular basis.

Format

The course will adopt a seminar format. Following an introductory session, a number of meetings will be devoted to the discussion of the key issues in public sector management. The sessions will highlight controversies and debates, and sensitize students to the processes and challenges encountered in public sector management. Selected members of the class will lead the discussions for these sessions, and all students are expected to participate by challenging assumptions, raising questions and contributing insight. The schedule for discussion and presentations will be finalized after the number of students in the class is finalized.

Mark Distribution

Proposal for Paper	20%
Participation	20%
Presentation	25%
Term Paper	35%

Requirements of the Course

Proposal for Paper (20%): Students are required to identify a topic for making an oral presentation and subsequently developing it into a research paper. After choosing topics, students will submit a proposal for their papers. The proposal is expected to be 4-5 pages in length (double spaced). It should include a brief statement on the background of the topic, state the issues to be explored, key arguments to be made, research methods to be followed, and expected findings. A brief bibliography should be included. The proposal should be submitted on or before **October 6, 2016**.

Participation (20%): Participation in classroom activities and discussions provides opportunities for students to demonstrate knowledge and understanding of the course content. Students are expected to read the assigned material for every session and consult additional sources, wherever possible. They should take the lead in discussions and actively participate to facilitate the understanding of issues in public sector management, and address questions that are raised or inferred from the literature. The purpose will be to develop an ongoing dialogue and arrive at a systematic set of explanations reflecting students' perspective on public sector management.

Presentation (25%): Students are expected to explore, examine and research specific problems and issues in public sector management. The class presentations should report on the content of the research in progress, examine the central arguments and evidence, as well as the validity and reliability of the conclusions. Each presenter is expected to speak for approximately 25-30 minutes, and allow 10-15 minutes for questions, comments and feedback. In this exercise, students will identify areas for deeper investigation, analyze the problems and deliberate on the possible solutions and their potential impacts, both positive and negative. There will be an opportunity to obtain feedback and new ideas from the class before finalizing the research paper. **The suggested length of time for presentations may be adjusted, if necessary, after the course begins.**

Term Paper (35%): The purpose of the term paper is to demonstrate understanding of the concepts, ideas, debates and practice in public sector management and present them in a logical manner on the basis of clear hypotheses and evidence. This will mark the culmination of systematic research initiated with the proposals for papers. The topic should be relevant to the theme of the course, and highlight recent developments. The suggested length of the term paper is 20-25 pages, but it may be extended if there are good reasons for doing so. The term paper will be due within **two weeks** after the presentation.

Academic Integrity

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

It is the students’ responsibility to understand what constitutes academic dishonesty. For information on the various types of academic dishonesty, please refer to the Academic Integrity Policy, located at <http://www.mcmaster.ca/academicintegrity>

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 other credit has been obtained.
2. Improper collaboration in group work.
3. Copying or using unauthorized aids in tests and examinations.

Course Modification Statement

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.

Accommodations for 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.

Email Forwarding in MUGSI: <http://www.mcmaster.ca/uts/support/email/emailforward.html>

*Forwarding will take effect 24-hours after students complete the process at the above link.

Course Outline

September 8 Introduction and Organization

September 15 The Nature of Public Administration and Management

Readings

- Lawrence Lynn, Jr. (2001). "The Myth of the Bureaucratic Paradigm: What Traditional Public Administration Really Stood For," *Public Administration Review*, Vol. 61, 144-160.
- Guy Peters (2002). "The Changing Nature of Public Administration: From Easy Answers to Hard Questions," *Asian Journal of Public Administration*, Vol. 24, 153-183.
- Tony Bovaird and Elke Löffler (2003). "Evaluating the Quality of Public Governance: Indicators, Models and Methodologies," *International Review of Administrative Sciences*, Vol. 69, 313-328.
- Stephen Osborne (2006). "The New Public Governance?," *Public Management Review*, Vol. 8, 377-387.
- John Rimington (2009). "Public Management and Administration: A Need for Evolution," *The Political Quarterly*, Vol. 80, 562-568.

September 22 The Constitutional Bases of Public Administration

Readings

- Lorne Sossin (2002). "Discretion Unbound: Reconciling the Charter and Soft Law," *Canadian Public Administration*, Vol. 45, 465-489.
- John Hodgets (2005). "Challenges and Response: A Retrospective View of the Public Service of Canada," in B. Carroll, D. Siegel and M. Sproule-Jones, eds., *Classic Readings in Canadian Public Administration*, Don Mills, ON: Oxford University Press, 8-19.
- Nicholas d'Ombrain (2007). "Ministerial Responsibility and the Machinery of Government," *Canadian Public Administration*, Vol. 50, 195-218.
- Jeffrey Roy (2008). "Beyond Westminster governance: Bringing politics and public service into the networked era," *Canadian Public Administration*, Vol. 51, 541-568.
- Michael Jackson (2009). "Responsibility versus accountability in the Friedrich-Finer debate," *Journal of Management History*, Vol. 15, 66-77.

September 29 Public Service Reform

Readings

- Kenneth Kernaghan, Sanford Borins and Brian Marson (2000). *The New Public Organization*, Toronto: Institute of Public Administration of Canada, Chapters 1-2.
- David Zussman (2002). "Alternative Service Delivery," in C. Dunn, ed., *The Handbook of Canadian Public Administration*, Toronto: Oxford University Press, Chapter 4.
- Matthew Taylor (2008). "Why public service reform hasn't worked," *Public Policy Research*, September-November, 137-141.
- Janice Foley (2008). "Service delivery reform within the Canadian public sector 1990-2002," *Employee Relations*, Vol. 30, 283-303.
- Stephen Osborne (2010), "Delivering Public Services: Time for a New Theory?," *Public Management Review*, Vol. 12, 1-10.

October 6 Horizontal Management in Public Administration

Readings

- Mark Sproule-Jones (2000). "Horizontal Management," *Canadian Public Administration*, Vol. 43, 92-102.
- Stephen Page (2004). "Measuring Accountability for Results in Interagency Collaboration and Networks," *Public Administration Review*, Vol. 64, 591-606.
- Michael McGuire (2006). "Collaborative Public Management: Assessing What We Know and How We Know It," *Public Administration Review*, Vol. 66, 33-43.
- Carolyn Johns, Patricia O'Reilly and Gregory Inwood (2007). "Formal and Informal Dimensions of Intergovernmental Administrative Relations in Canada," *Canadian Public Administration*, Vol. 50, 21-41.
- John Halligan, Fiona Buick and Janine O'Flynn (2011). "Experiments with joined-up, horizontal and whole-of-government in Anglophone countries," in A. Massey, ed., *International Handbook on Civil Service Systems*, Cheltenham: Edward Elgar, 74-99.

October 13 Mid-term Recess

October 20 Contracts, Markets and Public Service

Readings

- Jonathon Boston (2000). "Organizing for Service Delivery: Criteria and Opportunities," in G. Peters and D. Savoie, eds., *Governance in the Twenty-First Century: Revitalizing the Public Service*, Montreal: McGill-Queens University Press, 281-331.
- Janet Kelly (2005). "The Dilemma of the Unsatisfied Customer in a Market Model of Public Administration," *Public Administration Review*, Vol. 65, 76-84.
- Graeme Hodge and Carsten Grave (2007). "Public-Private Partnerships: An International Performance Review," *Public Administration Review*, Vol. 67, 545-558.
- John Forrer, James Kee, Kathryn Newcomer and Eric Boyer (2010). "Public-Private Partnerships and the Public Accountability Question," *Public Administration Review*, Vol. 70, 475-484.
- J.V. Denhardt and R.B. Denhardt (2015). "The New Public Service Revisited," *Public Administration Review*, Vol. 75, 664-672.

October 27 The Challenge of Privatization

Readings

- E.S. Savas (1987). *Privatization: The Key to Better Government*, Chatham, N.J.: Chatham House Publishers, 35-92.
- David van Slyke (2003). "The Mythology of Privatization in Contracting for Social Services," *Public Administration Review*, Vol. 63, 298-315.
- Lawrence White (2004). "Fannie Mae, Freddie Mac, and Housing Finance: Why True Privatization Is Good Public Policy," *Policy Analysis*, No. 528, 1-22.
- Roger Wettenhall (2006). "Privatization and Development," in S. Huque and H. Zafarullah, eds., *International Development Governance*, London: CRC Press, 471-493.
- Frank Ohemeng and John Grant (2008). "When markets fail to deliver: An examination of the privatization and de-privatization of water and wastewater services delivery in Hamilton, Canada," *Canadian Public Administration*, Vol. 51, 475-499.

November 3

Regulations and Public Management

Readings

- G.B. Doern (2005). "Regulatory Processes and Regulatory Agencies," in B. Carroll, D. Siegel and M. Sproule-Jones, eds., *Classic Readings in Canadian Public Administration*, Don Mills, ON: Oxford University Press, Chapter 8.
- France Houle and Lorne Sossin (2006). "Tribunals and guidelines: exploring the relationship between fairness and legitimacy in administrative decision-making," *Canadian Public Administration*, Vol. 49, 282-307.
- Rejean Landry and Frederic Varone (2009). "Choice of Policy Instruments," in P. Eliadis, ed., *Designing Government*, Montreal: McGill-Queens University Press, Chapter 5.
- Robert Schwartz and Allan McConnell (2009). "Do crises help remedy regulatory failure? A comparative study of the Walkerton water and Jerusalem banquet hall disasters," *Canadian Public Administration*, Vol. 52, 91-112.
- Christopher Taylor, Simon Pollard, Sophie Rocks and Andy Angus (2012). "Selecting Policy Instruments for Better Environmental Regulation: a Critique and Future Research Agenda," *Environmental Policy and Governance*, Vol. 22, 268-292.

November 10

Revisiting Public Bureaucracies

Readings

- Patrick Dunleavy, Helen Margets, Simon Bastow and Jane Tinkler (2005). "New Public Management is Dead – Long Live Digital-Era Governance," *Journal of Public Administration Research and Theory*, Vol. 16, 467-494.
- John Kane and Haig Patapan (2006). "In Search of Prudence: The Hidden Problem of Managerial Reform," *Public Administration Review*, Vol. 66, 711-724.
- John Olsen (2006). "Maybe It Is Time to Rediscover Bureaucracy," *Journal of Public Administration Research and Theory*, Vol. 16, 1-24.
- Jocelyne Bourgon (2007). "Responsive, responsible and respected government: towards a New Public Administration theory," *International Review of Administrative Sciences*, Vol. 73, 7-26.
- Phil Charko (2013). "Management Improvement in the Canadian Public Service, 1999-2010," *Canadian Public Administration*, Vol. 56, 91-120.

The remaining sessions will be devoted to student presentations on their research papers. In addition to the assigned readings, students are advised to search and locate newspaper clippings, journal articles, books and websites on relevant topics and use them to enhance the quality of their work.

Students are advised to search and locate relevant newspaper clippings, journal articles and books on relevant topics and use them in discussions and presentations. They should also visit websites of governments (Canada, United States, United Kingdom, Australia, New Zealand) and major international organizations involved in public management reform efforts such as the Institute of Public Administration of Canada (IPAC), World Bank, Organization for Economic Cooperation and Development (OECD), and United Nations.