**UNIVERSITY OF GUELPH**

**Department of Political Science**

**POLS 6640 CANADIAN PUBLIC ADMINISTRATION: PUBLIC SECTOR MANAGEMENT (FALL 2019)**

**Lecture Monday 2.30-5.20 PM (MACKN 521)**

**Instructor – Dr. Tim A. Mau Office Hours: TBD or by appointment (MACK 531)**

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**Course Objectives**

This graduate seminar in public management and administration is designed to provide students with a deeper understanding of some of the key issues and problems of the discipline. While the focus of the course is primarily public management and administration, it begins by examining the politics-administration dichotomy to demonstrate the arbitrariness and difficulty of separating the study of public management and policy.

After addressing bureaucratic theory, and how it was integral to the formal structure and evolution of the civil service, the course will assess the rise of new public management (NPM). The main focus of the course is to analyze critically the impact of NPM, both in terms of how it has affected service delivery as well as the values and culture of the public sector. With the advent of NPM, there has been a fundamental reconceptualization of the size and scope of the state and its corresponding machinery of government. Moreover, there has been an erosion of the traditional public service values. Through an examination of the public management changes that have occurred with the advent of the ‘new public organization,’ you will assess how this has impacted the theory and practice of governance.

Some scholars have suggested that by 2000 NPM had been replaced by a new paradigm—that of new public governance (NPG). The course will examine whether NPG has transformed public administration and, if so, how that has been the case. It will also consider whether by NPG has come to replace NPM as has been suggested in some of the literature. The latter weeks of the course will explore other specialized topics that are central to public administration, such as the nature of accountability and manifestations of leadership.

Students who have completed this course should be able to:

1. build on their foundational knowledge of public management and administration learned in earlier courses;
2. understand and analyze a series of critical issues or problems in public management and administration;
3. be aware of the shift throughout the developed West of the NPM paradigm and the various governance paradigms—digital era governance and the new public governance, for example—to emerge thereafter;
4. describe the key tenets of NPM and contrast them with the bureaucratic model/NPG;
5. assess the impact of New Public Management on the design of government and the delivery of public services as well as how it has affected the culture and values of the public service;
6. evaluate the importance of leadership in the public service;
7. outline and compare the different organizational forms for delivering programs and services to the public;
8. critically assess a relevant public sector management issue by writing a term paper;
9. conduct and present suitable graduate-level research;
10. synthesize and integrate ideas outlined in important contributions to the fields of public management and administration;
11. communicate confidently and effectively with their classmates so as to impart knowledge and understanding of the course material.

**Course Format**

As a graduate seminar at a learner-centred institution, students will be expected to play an active role in the teaching and learning process. The role of the instructor will be to help provide the broader context for the material being reviewed and to facilitate the class discussion when it falters. While the first part of most seminars will involve some traditional lecturing, it is my expectation that each member of the class will actively participate in the discussion and critique of the weekly readings. In addition, each student will have one or more opportunities during the semester to assume a lead role in introducing the subject matter under discussion.

If the learning process is to be fruitful for all concerned, it is essential that you come to class prepared to discuss the weekly readings. Having said that, there may be times that you had a difficult time grasping some of the concepts or material covered. Do not worry if that is the case because there will be others in the class who were able to master the readings. Moreover, the course instructor is ultimately responsible for facilitating your comprehension of the subject matter.

**Required Textbooks**

Kenneth Kernaghan, Brian Marson and Sandford Borins. *The New Public Organization*. (Toronto: Institute of Public Administration of Canada, 2000).

Herman Bakvis and Mark Jarvis, eds. *From New Public Management to New Political Governance*. (Montreal and Kingston: McGill-Queen’s University Press, 2012).