



MGMT3313 – Public Administration

COURSE DESCRIPTION

This course focuses on the practical implications of public administration and emphasizes the differences between the private sector and public sector management regimes. Public administration is examined at the federal, provincial, and local levels with particular focus on how government functions. Through historical, contextual, and theoretical perspectives an overview of public administration is given that includes policy activities and decision-making, governmental processes and structures, human relation issues, and performance measurement.

Course Credits: 3.00

Pre-requisites: COMM1101, MGMT1120

LECTURER INFORMATION

Gregory KRABES

MS Teams

Gregoryk@nait.ca

Office: Virtual through MS Teams

LEARNING OUTCOMES

OUTCOME	UPON SUCCESSFUL COMPLETION OF THIS COURSE, YOU WILL BE ABLE TO:
1	<p>Compare and contrast public and private management fundamentals.</p> <p>The following concepts, skills, and issues are used to support this outcome:</p> <p>Relate existing government systems to historical and theoretical underpinnings.</p> <p>Distinguish public administration from other organizational structures.</p> <p>Categorize theories of organization related to public sector evolution including organizational humanism and new public management.</p> <p>Differentiate management techniques, constraints, and functioning between the private and the public sector.</p>
OUTCOME	UPON SUCCESSFUL COMPLETION OF THIS COURSE, YOU WILL BE ABLE TO (continue...)



2	<p>Examine policy activities and decision-making.</p> <p>The following concepts, skills, and issues are used to support this outcome:</p> <p>Analyze political processes and policy decision-making.</p> <p>Explain the relationship between the bureaucracy and non-government actors.</p> <p>Clarify “public goods” concepts and “equity and efficiency” issues.</p>
3	<p>Interpret governmental processes and structures including government services delivery mechanisms.</p> <p>The following concepts, skills, and issues are used to support this outcome:</p> <ul style="list-style-type: none">• Examine the relationship between the executive and the bureaucracy.• Contrast and compare departments, central agencies, crown corporations and independent regulatory agencies.• Contrast interdepartmental and intradepartmental relations.• Critique intergovernmental administration relations.• Explain the budgetary process of government.• Critique alternative service delivery models.
4	<p>Categorize human relation issues unique to the public sector.</p> <p>The following concepts, skills, and issues are used to support this outcome:</p> <ul style="list-style-type: none">• Appraise the merit principle.• Analyze how managers use persuasion techniques in situations of varying authority directions.• Assess the career system perspectives in the public sector.
5	<p>Appraise the governmental performance measurement system.</p> <p>The following concepts, skills, and issues are used to support this outcome:</p> <ul style="list-style-type: none">• Evaluate accountability issues including the use of performance measures.• Explain the government’s “bottom line” considerations.• Design a cost-benefit analysis.



STUDENT EVALUATION

OUTCOME	ACTIVITY DESCRIPTION	MARK DISTRIBUTION
1, 2, 3, 4 & 5	Discussions, Professionalism, Minor Assignments, Participation in Class Trips	10%
2, 3, 4 & 5	Major Assignments	30%
1, 2, 3, 4 & 5	Written Examinations	40%
3, 4 & 5	Written Quizzes	20%
TOTAL		100%

COMPLETION REQUIREMENTS

The minimum passing grade for this course is 50% (D). Please note, however, that minimum grades or Grade Point Averages (GPAs) – term or cumulative - required for transfer, good standing in a program, eligibility for graduation, or requirements for professional designation or professional examination exemption may be higher. Students are strongly encouraged to consult with their academic advisor for more details.

REQUIRED LEARNING RESOURCES

Paul Barker. (2008). Public Administration in Canada. (Brief edition.). Toronto: Thomson Nelson. ISBN: 0176251375.

DELIVERY METHOD

This course will be taught using a variety of delivery methods, which may include face-to-face, online, or blended teaching platforms. Activities such as collaborative exercises/assignments, seminars, labs, discussion, audio/visual presentations, case studies, and practicums may be used to support learning.



STUDENT RESPONSIBILITY

Enrolment at NAIT assumes that the student will become a responsible citizen of the Institute. As such, each student will display a positive work ethic, assist in the preservation of Institute property, and assume responsibility for his/her education by researching academic requirements and policies; demonstrating courtesy and respect toward others; and respecting expectations concerning attendance, assignments, deadlines, and appointments.

EQUITY STATEMENT

NAIT is committed to providing an environment of equality and respect for all people within the learning community, and to educating faculty, staff, and students in developing inclusive teaching and learning contexts that are welcoming to all.

EVALUATION

Examinations


#1	15%
#2	15%
#3	15%
#4	15%

Research Projects

Public Administration in Canada – Collaborative Video	10%
RMWB Council Meetings.....	10%
Current Events	5%
Current Bills	15%
Total	100%

WEEK	Week of	CHAPTERS	TOPICS
Part One: Introduction to Public Administration			
1	03.01.2022	Chapter 1:	Introduction to the course and activities What Is Public Administration?
Part Two: Theoretical Foundations			
2	10.01.2022	Chapter 2: Chapter 3:	Values and Ethics in Public Administration Administration and Organization Theory: Structural Foundation



3	17.01.2022	Chapter 4:	Public Administration and Organization Theory: The Humanistic Response and Beyond: Examination #1 – Chapters 1 – 4.....15%
Part Three: Delivering Government Services			
4	24.01.2022	Chapter 5: Chapter 6:	Public Administration and Organization Theory: The New Public Management, Governance, and Beyond Government Departments and Central Agencies
5	31.01.2022	Chapter 7:	Crown Agencies
6	07.02.2022	Chapter 8:	Current Events5% Alternative Service Delivery
7	14.02.2022		Public Administration in Canada – Collaborative Video.....10% Examination #2 – Chapters 5 – 8.....15%
Part Four: The Bureaucracy in the Political Process			
8	21.02.2022	Reading Week	
9	28.02.2022	Chapter 9: Chapter 10:	The Executive and the Bureaucracy Interdepartmental and Intradepartmental Relations
10	07.03.2022	Chapter 11: Chapter 12:	The Legislature and the Bureaucracy The Judiciary and the Bureaucracy
11	14.03.2022		Current Bills.....15% Examination #3 – Chapters 9 – 12.....15%



12	22.03.2022	@ 17:00	Regional Municipality of Wood Buffalo Council Meeting RMWB Council and Council meetings/procedure.
	24.03.2022	Chapter 13: Chapter 14:	Intergovernmental Administrative Relations Nongovernmental Actors and the Bureaucracy
Part Five: The Management of Organizational Resources			
13	28.03.2022	Chapter 15: Chapter 16:	The Management of Human Resources Representative Bureaucracy and Employment Equity RMWB Council Meetings10%
14	04.04.2022	Chapter 17: Chapter 18:	The Budgetary Process Management of Financial Resources
15	11.04.2022		Examination #4 – Chapters 13 – 17.....15%

FURTHER NOTES:

Current Events Presentation

Current Events 5%

Presentation of current events will be required. The presentation will be covering current events up to the presentation due date. This means published or broadcast events within this time period.

The current event's presentation will present two different current topics related to public administration including the following:

- At least one public administration topic will pertain directly to Alberta.
- At least one public administration topic will pertain directly to Canada.
- At least one public administration topic will pertain directly to international events.

Please choose two of the three above-listed categories.

After the presentation, there will be a learning activity hosted by the presenter. The activity could be a class discussion, a debate, a quiz, etc. The activity will not be more than 15 minutes.

A two-page report will be created consisting of the following:



1. List of all topics reported.
2. Sources were used for each topic.
3. Key points made about each topic.
4. Reason for selecting the major topic used for the class learning activity.

This two-page report with a copy of any PowerPoint slides used will be submitted on the day of the presentation into Moodle.

Video Production

Public Administration in Canada – Collaboration Video.....10%

Students will choose one jurisdiction in Canada and prepare a presentation. This presentation is created for the benefit of foreign students from St Kitts and Nevis.

Jurisdictions to be considered:

- Canada
- Alberta
- British Columbia
- Ontario
- Quebec
- Canadian Territories

The exact content for this activity will be created in class as a joint activity. It must be an exploratory study of Public Administration, history, and current issues in the chosen jurisdiction.

Participants must create a video of the presentation to be uploaded into Moodle. Later in the semester, those videos will be shared with students at CFBC in St, Kitts and Nevis. A professor from CFBC and a Government official Dr. Christine Walwyn will be our in-class guest.

Regional Municipality of Wood Buffalo Council Meetings

RMWB Council Meetings.....10%

Learners will be required to attend at least two RMWB Council Meetings during the semester. This can be accomplished by a virtual visit or in person at the Council Chambers. The class might consider a group outing, covid restrictions permitting of course. The deliverables for this activity



will be a class presentation. Students should pick a topic discussed on the Council floor and provide an indebt study on the issue. Special emphasis should be made on the genesis, history, problems with possible solutions.

Right now, RMWB is following the Public Health Orders whereby participating in Council meetings requires that guests remain socially distanced and wear a mask at all times.

The Council meetings are held at 6:00 p.m. on the second and fourth Tuesdays of the month with the regular meetings in the new year being January 11th and 25th, February 8th, and 22nd and March 8th and 22nd. For agenda, minutes, and other important information consult the RMWB website <http://woodbuffalocn.iqm2.com/Citizens/Calendar.aspx>

On March 22nd we will have a quick tour and maybe a quick overview of RMWB Council and Council meetings/procedures. This will be facilitated by Sonia Soutter Manager, Senior Legislative Officer | Legislative Services

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Canadian Legislatures

Current Bills.....15%

Pick a Bill that is at least in its third reading or recently became law from any Canadian legislatures (Federal, Provincial or Territorial).

The following topics should be included in a presentation:

- Reason for selecting the topic used
- Sources used for the development of the topic
- The genesis of the issue
- Description of the environment, political or otherwise
- Players involved (names, pictures, etc.)
- Impact on Civil Servants
- Possible effects in the future or need for additional actions



- Graphics should be incorporated in the text and presentation to properly support the findings

A business document formatted to APA standards together with a presentation should be uploaded into Moodle and presented to the class.

PERFORMANCE REQUIREMENTS AND STUDENT SERVICES

Student Responsibilities

It is your responsibility as a student to contact the Office of the Registrar to complete the forms for Withdrawal or Change of Registration, and any other forms. Please refer to the list of important dates as noted in the Academic Schedule in the [Keyano College credit calendar](#). The Keyano College credit calendar also has information about Student Rights and Code of Conduct. It is the responsibility of each student to be aware of the guidelines outlined in the Student Rights and Code of Conduct Policies.

Student Attendance

Class attendance is useful for two reasons. First, class attendance maximizes a student's learning experience. Second, attending class is a good way to keep informed of matters relating to the administration of the course (e.g., the timing of assignments and exams). Ultimately, you are responsible for your own learning and performance in this course.

It is the responsibility of each student to be prepared for all classes. Students who miss classes are responsible for the material covered in those classes and for ensuring that they are prepared for the next class, including the completion of any assignments and notes that may be due.

Academic Misconduct

Students are considered to be responsible adults and should adhere to principles of intellectual integrity. Intellectual dishonesty may take many forms, such as:

- Plagiarism or the submission of another person's work as one's own;
- The use of unauthorized aids in assignments or examinations (cheating);
- Collusion or the unauthorized collaboration with others in preparing work;
- The deliberate misrepresentation of qualifications;
- The willful distortion of results or data;
- Substitution in an examination by another person;
- Handing in the same unchanged work as submitted for another assignment; and
- Breach of confidentiality.

The consequences for academic misconduct range from a verbal reprimand to expulsion from the College. More specific descriptions and details are found in the Student Rights and Code of



Conduct section of the Keyano College credit calendar. It is the responsibility of each student to be aware of the guidelines outlined in the Student Rights and Code of Conduct Policies.

In order to ensure your understanding of the concept of plagiarism, you must successfully complete the online tutorial found on ilearn.keyano.ca. Then print the certificate, sign it, and show it to each of your instructors. Your course work may not be graded until you show this signed certificate.

Specialized Supports

The Student Services Department is committed to Keyano students and their academic success. There are a variety of student supports available at Keyano. Due to the continuing situation with the Covid-19 pandemic, the offered support services will be implemented through a model to respond to the restrictions in force at the time. In-person and virtual services will be offered. All Alberta Health Services guidelines will be followed for in-person appointments—wear a mask, maintain two meters of physical distance, use hand sanitizer, and stay home if you are unwell.

All student services are available during Keyano business hours: Monday to Friday, 8h30-16h30. The College is closed for statutory holidays. If you require support outside of regular business hours, please inform the support service team, and we will do our best to accommodate your needs.

Accessibility Services: provides accommodations for students with disabilities. Students with documented disabilities, or who suspect a disability, can meet with a Learning Strategist to discuss their current learning barriers and possible accommodations. Students who have accessed accommodations in the past are encouraged to contact us to request them for the semester. Please note that requesting accommodations is a process and requires time to arrange. Contact us as soon as you know you may require accommodations. For accessibility supports and to book an appointment, please contact accessibility.services@keyano.ca.

Accessibility Services also provides individual and group learning strategy instruction for all students, as well as technology training and supports to enhance learning. Meet with a Learning Strategist to learn studying and test-taking strategies for online classes. Schedule an appointment with the Assistive Technology Specialist to explore technology tools for learning. Book an appointment today by emailing accessibility.services@keyano.ca

Wellness Services: offers a caring, inclusive, and respectful environment where students can access free group and individual support to meet academic and life challenges. Mental Health Coordinators offer a safe and confidential environment to seek help with personal concerns. Students may access services virtually and in-person.

Wellness Services welcomes students to participate in any of the group sessions offered throughout the academic year addressing topics including mindfulness and test anxiety.



Individual appointments can be made by emailing wellness.services@keyano.ca.

Library Services: provides students with research and information supports as they engage in their studies. Library staff are available to support you both online and in-person throughout the semester. For a detailed list of library supports and services, go to www.keyano.ca/library. For all inquiries, please email askthelibrary@keyano.ca or [chat with us online](#).

Begin your research with the Library's FIND page. Search for information and sources for your assignments using the OneSearch, the Library's Catalogue, or by searching in a specific database selected from the A-Z Database List.

Individual support with us is available. For support with citations, research and other information needs, appointments can be booked using the online Book A Librarian Calendar. For support with Moodle, educational tools for assignments, Microsoft Office, Zoom, Teams and more, book an appointment using the online Educational Technology Support Calendar.

Research and subject guides are helpful resources when beginning your research, assignment, using new educational technology, or addressing other information needs. To view a subject or course-specific guide, check out the complete listing of online [Subject Guides](#).

To access additional research resources, including Citation Guides (APA, MLA, Chicago, or IEEE), go to the [Research Help Library page](#).

The Loanable Technology collection is available to support students in their learning pursuits, whether online, in person or both. Items available for borrowing include mobile projectors, webcams, noise-cancelling headphones, Chromebooks, and laptops. For an up-to-date list of technology available for borrowing as well as support available, go to the Library's [Loanable Technology webpage](#).

Academic Success Centre: The Academic Success Centre is a learning space in the Clearwater Campus (CC-119) at Keyano College. Students can gather to share ideas, collaborate on projects, get new perspectives on learning from our Academic Content Specialists, or use the Centre's educational resources. The Academic Success Centre provides academic support services to students registered in credit programs at Keyano College in the form of individual tutoring, writing support groups, facilitated study groups, workshops, and study space. Services are **free** to Keyano students.

Academic Content Specialists are available in the areas of Math, Science, Human Services, and English/Humanities. This covers all courses offered at Keyano. The Academic Success Coach can also be found in the Academic Success Centre.

For the most up to date information on how to book a session, please view [the Keyano Academic Success Centre homepage](#).



Academic Integrity: The goal of the Academic Success Centre is to foster a student's ability to learn effectively and independently. Students registered at Keyano College are welcome to drop by the Centre to visit with any of our Academic Content Specialists to discuss their academic concerns.

Availability: Monday to Friday: 8:30 a.m. – 4:30 p.m. Flexible times may be available upon request. Virtual and in-person sessions, please email to get in contact with our Academic Content Specialists. For the most up to date information on how to book a session, please view the [Academic Success Centre homepage](#).

Academic Success Coach: offers you support and access to resources for your academic success to help you to find the Keys to your Success. The Academic Success Coach will work with you to develop an academic success plan, develop your study and time management skills, and connect you with the right resources here at Keyano.

<mailto:academic.success@keyano.ca> is the best way to access resources during blended service delivery. The Academic Success Coach is located in the Skill Centre in CC-119 at the Clearwater Campus.

E-Learning

Technology and internet will impact your online learning experience. It's important that you can watch an online video and other course materials, take online quizzes and participate in a live class with your instructor and other students. Live/virtual classes will be hosted in Microsoft Teams or Zoom.

For all course delivery types, you will access your course resources on Keyano's learning management system, [Moodle \(iLearn\)](#). Login in using your [Keyano username and password](#).

Keyano College operates in a Windows based environment, and having the correct tools for online learning is important. Here's a list of recommended system requirements.

Internet Speed

Minimum Internet speeds of 10 Mbps.

Recommended Internet speeds of 25 Mbps (especially if you are sharing your internet at home).

Check your internet speed with Fast.com.

System requirements:

Microsoft Windows	Apple
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<p>Minimum Requirements:</p> <ul style="list-style-type: none"> A Windows 10 computer/laptop <ul style="list-style-type: none"> Minimum 4GB of RAM. 10GB+ available hard drive storage. Enough available hard drive space to install the Microsoft Office suite (approximately 3GB). Microsoft Office software is free to all Keyano students and employees. Microphone, webcam and speakers. A headset with a microphone is recommended. System updates must be regularly installed. Anti-Virus / Anti-Malware software 	<p>Minimum Requirements:</p> <ul style="list-style-type: none"> A Macintosh (V10.14 and above) computer/laptop <ul style="list-style-type: none"> Minimum 4GB of RAM. 10GB+ available hard drive storage. Enough available hard drive space to install the Microsoft Office suite (approximately 3GB). Microsoft Office software is free to all Keyano students and employees. Microphone, webcam and speakers. A headset with a microphone is recommended. System updates must be regularly installed. Anti-Virus / Anti-Malware software.
<p>Recommended Requirements</p> <ul style="list-style-type: none"> 8GB of RAM A method of backing up/synchronizing to local or cloud-based storage such as OneDrive is highly recommended. This is included if you complete the setup of KeyanoMail and download MS Office using 	<p>Recommended Requirements</p> <ul style="list-style-type: none"> 8GB of RAM A method of backing up/synchronizing to local or cloud-based storage such as OneDrive is highly recommended. This is included if you complete the setup of KeyanoMail and download MS Office using your Keyano email
<p>Chromebooks are not recommended as they are not compatible with testing lockdown browsers. A Microsoft Surface or iPad or iPad Pro may be possible alternatives in some program areas.</p>	

Specific Department Requirements:

Business and OA programs require Windows 10. Other programs may utilize Windows based tools as well.

Computer Software

Students will be able to get access to Microsoft Office 365 for free using Keyano credentials by [clicking here](#).

Recording of Lectures and Intellectual Property

Students may only record a lecture if explicit permission is provided by the instructor or by Accessibility Services. Even if students have permission to record a lecture or lecture materials, students may not share, distribute, or publish any of the lectures or course materials, this includes any recordings, slides, instructor notes, etc. on any platform. Thus no student is allowed to share, distribute, publish or sell course related content (instructor, or students) without permission. It is important to recognize that the Canadian Copyright Act contains provisions for



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SCHOOL OF BUSINESS



intellectual property. The [Academic Integrity Policy](#) provides additional information on Keyano College's expectations from students as members of the intellectual community.

ITS Helpdesk

If you are having issues with your student account, you can contact the ITS Helpdesk by emailing its.helpdesk@keyano.ca or calling 780-791-4965.