**MGSC03**

**Public Management**

**Fall 2017**

**Prof. Sandford Borins**

**Tuesdays 11 a.m. – 1 p.m., IC 302**

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**Office: IC 276**

**Office hours: Tuesday 10:30 – 110 a.m. and 1 to 1:30 p.m.**

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**Course website: course materials on UTSC portal**

**instructor website:** [**www.sandfordborins.com**](http://www.sandfordborins.com)

**Course Description:**

Governments are among the largest and most significant organizations in our society, for example the Government of Canada, which employs over 250,000 people and has a budget of approximately $300 billion, and the Government of Ontario, which employs over 60,000 people and has a budget of approximately $130 billion. Governments are responsible for the delivery of a wide variety of services, such as national defence and public security, much of the health care system, and primary and secondary education. They are also responsible for directing the economy through fiscal and monetary policy as well as regulating the economy in areas such as the financial system, competition policy, environmental protection, energy conservation, and product safety.

Given the size and complexity of government, the challenges involved in managing it are substantial. This course is an overview of, and introduction to, public management. It focuses on management processes such as strategic management and policy direction (traditionally, the role of politicians), financial management, human resource management, communications, crisis management, the management of partnerships with the private and non-profit sectors, and, increasingly, the management of information and information technology.

This course is designed to deepen your understanding of the basic institutions and processes of the public sector and help develop the skills of successful public managers.

We will use the current policy and management agendas of the federal and Ontario governments to illustrate the concepts presented. The Trudeau Government, which was elected on Oct. 19, 2015, is in the middle of its 4-year mandate. It enacted the parts of its platform involving tax and entitlement changes early in its mandate, and is now focusing on the more difficult parts of its mandate as well as responding to the challenges posed by the Trump Administration. In Ontario, Kathleen Wynne’s Liberal Party will run for re-election on June 7, 2018 and is now putting in place policies it believes will further that objective.

**Prerequisite(s):**

MGHB02H or POLB50Y

**Textbook/Required Course Materials:**

Blakeney and Borins, *Political Management in Canada*, 2nd edition (University of Toronto Press, 1998, $ 24.95 paperback). It is also available as an e-book at <http://books1.scholarsportal.info.myaccess.library.utoronto.ca/viewdoc.html?id=/ebooks/ebooks0/gibson_crkn/2009-12-01/6/417849>

Eddie Goldenberg, *The Way it Works: Inside Ottawa* (Toronto: McClelland and Stewart, 2006, $ 21.97 paperback)

Note: both these books are also available from online booksellers (e.g. [www.amazon.ca](http://www.amazon.ca)).

**Lecture Notes and Other Announcements**:

Will be posted on Blackboard.

**Evaluation and Grading:**

|  |  |  |
| --- | --- | --- |
| **Component** | **Weight/Value** | **Due Date** |
| Participation, including in-class presentation | 20 % | Throughout term |
| Midterm | 20 | October 3 |
| Budgeting Exercise | 20 | October 24 |
| Final Exam | 40 | During exam period |
| Total | 100 % |  |

**In-class presentations and participation**

As part of the participation component of the course, students will be part of one small group (two or three students) presentation. Presentations will be for a maximum of 10 minutes and there will be one or two presentations per class. Topics will usually involve illustrating public management principles taught in the course with reference to the federal or Ontario governments, using materials found on the Government of Canada ([www.canada.ca](http://www.canada.ca)), Government of Ontario ([www.ontario.ca](http://www.ontario.ca)), or political party websites.

In-class discussion and student participation are key aspects of the instructional approach in this course. The participation component of the grade depends first, on being present, and then on contributing to the discussion. The use of electronic devices (phones, tablets, laptops) for any purpose other than taking notes is strongly discouraged. I will consider a student who spends an entire class watching an electronic device to have been absent.

The classroom, IC 300, has round tables, rather than rows of desks, and up-to-date equipment, so is ideally suited to in-class presentations and participation.

**Budgeting Simulation (Group exercise)**

There will be teams representing line departments as well as the first minister and central agencies. The class of October 24 will simulate a cabinet meeting to make budgetary decisions. There will be a detailed briefing about the simulation in class on October 3. Students will then have an opportunity to choose roles for the simulation. Written proposals by line departments will be due on Friday October 20.

**Mid Term**

The mid-term will be held in class on October 3, and will take an hour. The format will be short answers.

**Final Exam**

The final exam will be based on the entire course and will include both short and longer answers.

**Course Topics and Readings**

**September 5**

Introduction to the course: review of objectives, expectations, material to be covered, differences between public and private sector management

Two contrasting views of public management

The cynical: “The Smokescreen,” episode of *Yes, Prime Minister* (shown in class)

Shalala, Donna. 2004. “The Buck Starts Here: Managing Large Organizations with Honesty and Integrity,” (available on portal)

Chretien, *My Years as Prime Minister*, pp. 2-3 (available on portal)

Goldenberg, pp. 386-88

**September 12**

Politics and political authority, the legislative branch

Blakeney and Borins, chapter 7

Goldenberg, chapter 3

Prof. Borins blog post of April 1, 2017 (“Campaigning in Poetry”) at <http://www.sandfordborins.com/2017/04/01/campaigning-in-poetry/>

**September 19**

Cabinet: the link between political authority and the public service: managing the transition to a new government, choosing a cabinet, relations between ministers and public servants, accountability of the public service

Blakeney and Borins, chapters 1, 2, 3, 5, 8, 18

Goldenberg, chapter 4

Chretien, *My Years as Prime Minister*, pp. 33-40 (available on portal)

Optional: Goldenberg, chapter 5

**September 26**

Priority-Setting

Blakeney and Borins, chapters 4, 10

Goldenberg, chapters 6, 8, 21

Max Fisher, “Canada’s Trump Strategy: Go Around Him,” *The New York Times*, June 22, 2017 (<https://www.nytimes.com/2017/06/22/world/canada/canadas-trump-strategy-go-around-him.html>)

**October 3**

Midterm exam (1 hour)

Federal Government Budget

Briefing about budget simulation, including nature of the simulation and online resources about government departments

**October 10. Reading Week. No class.**

**October 17**

Discussion of Midterm

*Veep*, season 4, episode 1 (“Joint Session”), in-class video

**October 24**

Budget Simulation

**October 31**

Debrief of budget simulation

Managing for Results

Visit New York City mayor’s management report

(<http://www1.nyc.gov/assets/operations/downloads/pdf/mmr2016/2016_mmr.pdf>)

**November 7**

The Role of Information Technology

Borins, *Digital State 2.0* (available on portal)

Viktor Mayer-Schonberger and Kenneth Cukier, *Big Data*, chapter 10, pp. 185-97 (available on portal)

**November 14**

Crisis Management and Government Communications

Blakeney and Borins, chapter 17

Goldenberg, chapter 16, prologue

**November 21**

Public Enterprise, Alternative Service Delivery, Privatization

Blakeney and Borins, chapter 11

**November 28**

Careers in the Public Service

Blakeney and Borins, chapter 12, Conclusion

Ontario government internship program (<http://www.internship.gov.on.ca/mbs/sdb/intern.nsf/>):

students graduating this year and interested in applying should note that the program will open for applications in January 2018.

**Policy on Missed Assignments/Examinations:**

The university has created a standardized form for students who are requesting special academic consideration based on illness or injury. The form focuses upon the degree of incapacitation that the illness or injury has upon the student’s academic functioning and the timeline of that incapacitation. All students must now have a health professional complete this new form:

<http://www.illnessverification.utoronto.ca/document/Verification%20of%20Student%20Illness%20(VOI)%20-%20Oct%2027%202016.pdf>

If you miss the midterm or final exam because of illness or injury, you will be required to do a makeup exam as soon as you are able.

**Academic Support**

**UTSC Library:**

The Department of Management, in collaboration with the UTSC library, will be providing academic research support in the IC Building. To refine your research skills or to learn more about various scholarly resources, please contact the Librarian for Management and Economics students.

Stephanie Perpick, Liaison Librarian< Department of Management UTSC

Room IC367

Office hours: by appointment

Email:  [stephanie.perpick@utoronto.ca](mailto:stephanie.perpick@utoronto.ca)

Web:  <http://guides.library.utoronto.ca/UTSCFinanceLab>

The English Language Development Centre (ELDC) helps students develop the critical thinking, vocabulary and academic communication skills essential for achieving academic and professional success. Personalized support includes: RWE (for academic writing); Communication Cafés (oral); Discussion Skill-Building Cafés; Vocabulary Cafés; seminars/workshops; personal ELD consultations; drop-in sessions. <http://ctl.utsc.utoronto.ca/eld/>

The Writing Centre (TWC) offers invaluable services to students (learn to become a better writer!) and offers many different kinds of help: drop-in sessions, individual consultations, workshops, clinics, and online writing handouts. <http://ctl.utsc.utoronto.ca/twc/>

**Academic Misconduct**

Students should note that copying, plagiarizing, or other forms of academic misconduct will not be tolerated. Any student caught engaging in such activities will be subject to academic discipline ranging from a mark of zero on the assignment, test or examination to dismissal from the university as outlined in the academic handbook. Any student abetting or otherwise assisting in such misconduct will also be subject to academic penalties.