**MGSC03**

**Public Management**

**Winter 2020**

**Prof. Sandford Borins**

**Tuesdays 11 a.m. – 1 p.m., IC 300**

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**Office: IC 276**

**Office hours: Tuesday 10:30 – 11 a.m. and 1 to 1:30 p.m.**

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**Course website: course materials on Quercus**

**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 $150 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 minority government, elected on Oct. 21, 2019, will be trying to win opposition party support for its new agenda. In Ontario, the Ford Government, elected on June 7, 2018, will be trying to recover from its sharp decline in popularity due to the budget cuts it imposed in its first year.

**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.scholarsQuercus.info.myaccess.library.utoronto.ca/viewdoc.html?id=/ebooks/ebooks0/gibson\_crkn/2009-12-01/6/417849](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 Quercus.

**Evaluation and Grading:**

|  |  |  |
| --- | --- | --- |
| **Component** | **Weight/Value** | **Due Date** |
| Participation | 20 % | Throughout term |
| In-class presentation | 15 | Throughout term |
| Budgeting Exercise | 25 | March 3 |
| 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 central agencies. The class of March 3 will simulate a cabinet meeting to make budgetary decisions. There will be a detailed briefing about the simulation in class on February 11. Students will then have an opportunity to choose roles for the simulation. Written proposals by line departments will be due on Friday February 28.

**Optional Mid-Term Exercise**

The exercise, which is in a short answer format, will be distributed on February 11. Students are encouraged to work on the exercise but are not required to hand it in. The answers will be discussed in class on February 25.

**Final Exam**

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

Students will have the opportunity to write the final exam on their own laptop computers using Examplify software. Essentially, Examplify locks all other files and applications on your computer while you are writing the exam, and allows you to submit your answers online. The software will be made available, at no cost to students, in the middle of the term and you will perform a “mock exam” activity to make sure the software is working on your computer.

**Course Topics and Readings**

**January 7**

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

Contrasting views of public management

“Campaign Ad,” an episode from the television series *Parks and Recreation* (shown in class)

**All readings are required unless otherwise indicated**

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

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

Viewing: *Tommy Douglas, Keeper of the Flame* (<https://www.youtube.com/watch?v=ZkCxEXqiNxg>), 58 minutes

**January 14**

Politics and political authority, the legislative branch

Blakeney and Borins, chapter 7

Goldenberg, chapter 3

Susan Delacort, “How the Liberals won – an inside look at the targeting and tactics that got Trudeau re-elected,” *Toronto Star*, Nov. 23, 2019

Susan Delacort, “How Obama – and Trump – helped Trudeau win the election,” *Toronto Star*, Nov. 24, 2019

**January 21**

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 Quercus)

Mark Leibovich, “They Toil Gladly Offstage. Impeachment Lands Them in the Spotlight.” *The New York Times*, Nov. 21, 2019.

Optional: Goldenberg, chapter 5

**January 28**

Priority-Setting, Accountability

Blakeney and Borins, chapter 4

Goldenberg, chapters 6, 21

**February 4**

Budgeting, Managing for Results

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

Blakeney and Borins, chapter 10

Goldenberg, chapter 8

David Good, *The Politics of Public Money*, pp. 148-149, 286-91 (available on Quercus)

Andrew Graham, *Canadian Public Sector Financial Management*, 3rd ed., pp. 119 (bottom) – 124 (available on Quercus)

**February 11**

Distribution of optional midterm exercise

Budgeting

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

Graham, *Canadian Public Sector Financial Management,* 3rd. ed., pp. 145-158, 249-254

Optional: David Good, *The Politics of Public Money*, pp. 149-180

**February 18**

**Reading Week. No class.**

**February 25**

Discussion of mid-term exercise

Preparation for Budget Simulation

**March 3**

Budget Simulation

**March 10**

Debrief of budget simulation

The Role of Information Technology

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

Viktor Mayer-Schonberger and Kenneth Cukier, *Big Data*, chapter 10, pp. 185-197 (available on Quercus)

**March 17**

Crisis Management and Government Communications

Blakeney and Borins, chapter 17

Goldenberg, chapter 16, prologue

**March 24**

Public Enterprise, Alternative Service Delivery, Privatization

Blakeney and Borins, chapter 11

**March 31**

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 2020.

**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-%20March%207%202018%20-%20AODA.pdf>

Narrative assignments are due on the days assigned. The only exception is an adequately documented emergency and/or medical illness. Please contact me *as soon as* the problem arises. Late assignments without documentation and advance instructor permission will be assigned a penalty.

If you miss the 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 one of the Librarians below.

 Mariana Jardim, Liaison Librarian, Department of Management, UTSCEmail: [mariana.jardim@utoronto.ca](mailto:mariana.jardim@utoronto.ca)

Stephanie Perpick, Bridge Coordinator & Liaison Librarian, Department of Management, UTSCEmail: [stephanie.perpick@utoronto.ca](mailto:stephanie.perpick@utoronto.ca)

Consultations by appointment and drop-ins welcome.Bridge Website: <https://www.utsc.utoronto.ca/thebridge>

**Health & Wellness Centre:**

The Health & Wellness Centre provides professional and confidential medical, nursing, counselling, health promotion, and education services to all UTSC students. These services are offered in a safe, caring, respectful, and empowering environment that is directed toward optimizing your personal, academic, and overall wellbeing.. To access these services, please use the following url: <https://www.utsc.utoronto.ca/hwc/health-wellness-centre> and when visiting the Health & Wellness Centre, please bring a valid T-card and Health card.

**Academic Advising and Career Centre:**

The Academic Advising and Career Centre (AA&CC) at UTSC integrates developmental advising, learning/study skills, career counselling, and employment coaching. To reach out to them please use the following url: <https://www.utsc.utoronto.ca/aacc/>

**English Language Development Centre**:

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:**

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**

**Academic integrity** is essential to the pursuit of learning and scholarship in a university. The University treats cases of cheating and plagiarism very seriously. The University of Toronto’s Code of Behaviour on Academic Matters [(http://www.governingcouncil.utoronto.ca/Assets/Governing+Council+Digital+Assets/Policies/PDF/ppjun011995.pdf](http://www.governingcouncil.utoronto.ca/Assets/Governing+Council+Digital+Assets/Policies/PDF/ppjun011995.pdf)) outlines the behaviours that constitute academic dishonesty and the processes for addressing academic offences. 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 Code of Behavior on Academic Matters. Any student abetting or otherwise assisting in such misconduct will also be subject to academic penalties. If you like to find out more information regarding university advice for ‘How not to plagiarize’, please use the following url: <https://advice.writing.utoronto.ca/using-sources/how-not-to-plagiarize/>

More generally, the link below includes a lot of useful advice for students on academic writing:

<https://advice.writing.utoronto.ca/>