

School of Public Administration

Dunton Tower 1001

The School

Director of the School:

Eugene Swimmer

Associate Director:

G. Bruce Doern

Coordinator, Specialization in Development Administration:

F.D. Abele

Coordinator, Ph.D. Program in Public Policy:

S.L. Winer

The School of Public Administration was established in 1953 through the assistance of a generous grant from the Atkinson Charitable Foundation.

The school offers graduate programs of study and research in the fields of public administration and public policy leading to the graduate Diploma in Public Administration, the Master of Arts degree in public administration, and the Ph.D. in public policy. Prospective applicants are urged to evaluate these opportunities carefully in order that they may select the one most suitable to their interests, background, and academic qualifications.

Students are encouraged to acquire French language skills. Undergraduate French language courses may be taken as extra to degree, and many other options are available in the National Capital Region. Students may consult the school.

Diploma in Public Administration (D.P.A.)

This diploma program, which consists of five full-credit courses or the equivalent, is more fully described below. It is designed to offer those persons in (or planning to enter) administrative careers an opportunity to begin acquiring some introductory exposure to subject matter related to administrative studies.

Master of Arts

The M.A. program is designed to provide a balanced exposure to both administrative studies and public policy. It is more fully described on the following pages.

Two main areas of specialization are offered:

- 1) Canadian public administration and policy, and
- 2) development administration.

The development administration specialization is offered with the cooperation of the Norman Paterson School of International Affairs. Only students who intend to complete the M.A. program are admitted to the development administration special-

ization. However, these students are eligible to receive the D.P.A. upon completion of the required courses. The requirements of the development administration specialization are described in the section dealing with the Master of Arts.

Ph.D.

The school offers a doctoral degree in public policy. This program involves the intensive study of the formation and evolution of public policy in Canada and, from a comparative perspective, in OECD countries generally. A central feature of the course of studies is the integration of political science and economics. Requirements for the Ph.D. program are listed in detail beginning on page 273.

Inquiries and requests for further information should be directed to the school.

Graduate Diploma in Public Administration

The Diploma in Public Administration is designed to offer those persons in (or planning to enter) administrative careers an opportunity to begin acquiring some introductory exposure to subject matter related to administrative studies. The program consists of five full-credit courses and may be taken on a part-time, full-time, or mixed part-time and full-time basis.

The program is based on the recognition that persons with widely varying backgrounds will enter it. Students who successfully complete the D.P.A. program may apply for admission to the M.A. program, at which time they will be considered for admission along with all other applicants. If all of the first-year courses are not taken as part of the D.P.A., they will be required in addition to the final M.A. courses.

Admission Requirements

Admission to the graduate program in public administration is selective. To be considered for admission, an applicant must have a bachelor's degree with at least high honors standing from a recognized university, and must have completed courses in introductory economics (Economics 43.100 or the equivalent) and Canadian government and politics (Political Science 47.200 or the equivalent), with the required standing. All students are expected to have a working knowledge of the material in these courses.

Applicants are advised to submit applications before May 1 as enrollment in the school is limited.

Program Requirements

The program consists of five full-credit courses, at least four of which must be completed at Carleton. Advanced standing may be granted in one full course (or equivalent) if previous work is judged to be equivalent to courses required in the program. A student who has taken one (or more) of the other required courses prior to admission must substitute another course (or courses) in consultation with the supervisor of graduate studies. In the event that a part-time student is required by his/her employer to move away from Ottawa, he/she may apply to complete one full course or the equivalent at another university, provided that no transfer of credit was granted on admission.

Students in the Canadian stream are required to complete any five full courses from the following program:

- Administration 50.500: Public-Sector Managing and the Canadian Political System
- Administration 50.510: Management Accounting and Administration
- Administration 50.511: Financial Management
- Administration 50.522: Macroeconomics for Management and Policy
- Administration 50.523: Microeconomics for Management and Policy
- Administration 50.525: The Canadian Economy
- Administration 50.530: Organizational Behavior I
- Administration 50.536: Law of Public Authorities I
- Administration 50.551: Quantitative Methods I
- Administration 50.552: Quantitative Methods II
- Administration 50.567: Political Economy of the State
- Administration 50.568: Policy and Decision Making

Part-time students already admitted to the D.P.A. program under the provisions of previous calendars may adjust their programs to take advantage of the revised program outlined above.

Academic Standing

All candidates are required to obtain a grade of B- or better in each course in the program. A candidate may, with the recommendation of the school and the approval of the dean of the Faculty of Graduate Studies and Research, be allowed a grade of C+ in one half course.

Master of Arts

The master's program is specifically designed to provide the prospective and mid-career admini-str-

ator with a balanced exposure to administrative studies and to public policy.

The contemporary manager or administrator is increasingly required to be both a policy adviser and formulator and to have a substantive understanding of the many disciplines and variables associated with the decision-making process in contemporary organizations. University programs can begin to provide some of the foundations that will enable persons to acquire an understanding of the broad financial, legal, economic, political, and social interrelationships that affect decisions in any organization.

The Canadian public administration and policy specialization in the M.A. program is designed to prepare students for managerial, policy, and managerial-support roles in the public services of Canada (federal, provincial, regional, and municipal), and to accelerate and enrich the education and the development of those already performing such roles. Because it is conducted in conjunction with, and draws upon, a program of advanced research in administrative studies and public policy, it is also designed to meet the educational needs of those who wish to undertake graduate-level work in public policy and management, but who may not have a current commitment to public service careers.

A limited number of optional Co-op placements are available to full-time students in the school. This involves the placement of a student in a government department or other organization to work at a junior officer level for at least one term. The Co-op program facilitates the integration of the academic and practical aspects of public administration. It is offered to selected full-time students who meet the eligibility requirements, and is dependent on the number of suitable placements that are available. Co-op placements are not for credit.

The specialization in development administration is offered in conjunction with the Norman Paterson School of International Affairs. This program is designed to address the unique nature and problems of developing countries, giving international students and others with an interest in this field, the knowledge and skills necessary to function successfully in the particular environments of these countries.

Degree Schedules

The degree can be taken in one of three basic modes: full time, part time, or through a mixed part-time and full-time schedule:

- **The Full-time Schedule**

A full-time student can complete the program in two years (four academic terms), but typically may require a fifth (usually summer) term to complete the requirements, depending upon the amount of advanced standing granted for previous

courses.

- **The Part-time Schedule**

A part-time student normally completes from two to four half courses during the regular academic year, typically in evening courses. Certain courses are also available during the summer term. The duration of a part-time program normally varies from five to eight years.

- **Mixed Part-Time and Full-Time Schedule**

This schedule enables the student to alternate periods of full-time and part-time study. Typically, students will begin on a part-time basis, but may study on a full-time basis for at least one semester. Such full-time study, which may commence in either the fall, winter or spring term, is especially suitable for practicing mid-career administrators as it facilitates a flexible sequence for study and normal work periods.

Admission Requirements

To be considered for admission, an applicant must have a bachelor's degree (or equivalent) with at least high honors (upper second class) standing from a recognized university, and must already have completed courses in introductory economics (Economics 43.100 or equivalent) and Canadian government (Political Science 47.200 or equivalent), with the required standing.

All students are expected to have a working knowledge of the material in these courses.

Applicants to the development administration stream will not be required to complete the Canadian government prerequisite. These applicants must, however, satisfy the economics prerequisite prior to admission. In addition, they are advised that they must provide proof of a capacity to study and communicate in English; have a working knowledge of mathematics at least at the high school matriculation level; and, have completed not less than three years of relevant work experience (exclusive of teaching) on development projects or in the areas of development assistance or development planning. Students deficient in any of these areas will be required to rectify these deficiencies prior to being considered for admission. The school normally requires applicants to write the Graduate Record Examination Aptitude Test.

The development administration stream is considered to be a program of full-time study, exclusively. A limited number of scholarships are available for visa students.

Applicants are advised to submit applications before May 1 (and prior to March 1 for the development administration stream) as enrollment in the school is limited. Students applying to the Canadian stream who wish to be considered for financial assistance and scholarships should have their applications in by March 1.

The school also gives special consideration to

mid-career applicants. To qualify for mid-career admission, applicants must have spent several years in one of the public services, or be performing managerial or related functions in a private-sector organization and have demonstrated excellence in their performance in these organizations.

The school's admission policy will, of course, be governed by the availability of graduate student space and the need to admit applicants from a variety of disciplines and backgrounds (for example, social sciences, humanities, law, engineering, or science). Possession of the minimum admission requirements does not, in itself, guarantee acceptance.

Advanced standing may be granted for required courses only if previous work is judged to be equivalent to courses required in the program. Advanced standing and transfer of credit must be determined on an individual basis in consultation with the director, and must also be approved at the time of admission by the dean of the Faculty of Graduate Studies and Research. In general, a grade of B+ or better is required in equivalent courses to obtain advanced standing.

Program Requirements

The M.A. program comprises twenty half-credit courses (or the equivalent).

Students generally begin their program with required courses; it is possible, however, to take a mixture of optional and required courses throughout both years, provided that the student has the necessary prerequisites for any specific options selected.

Canadian Public Administration and Policy Specialization

Required Courses

- Administration 50.500: Public-Sector Managing and the Canadian Political Systems
- Administration 50.510: Management Accounting
- Administration 50.511: Financial Management
- Administration 50.522: Macroeconomics for Management and Policy
- Administration 50.523: Microeconomics for Management and Policy
- Administration 50.525: The Canadian Economy

- Administration 50.530: Organizational Behavior I
- Administration 50.536: Law of Public Authorities I
- Administration 50.551: Quantitative Methods I
- Administration 50.552: Quantitative Methods II
- Administration 50.567: Political Economy of the State
- Administration 50.568: Policy and Decision Making

Unless advanced standing has been granted, full-time students in the fall term of their first year will take: 50.500; 50.567; 50.523 and one other required course.

In the winter term, they will take 50.522; 50.530 and, normally, three other required courses.

Students who have successfully completed the requirements for the Diploma in Public Administration and who are unable to continue their M.A. program may be awarded the diploma, provided that four full courses have been taken at Carleton University.

Optional Courses

- One half course selected from Stream 1 listed below, and
- Two half courses selected from Stream 2 listed below, and
- Five half courses selected from any of the streams listed below, or
- A thesis (equivalent to four half courses) and one half course option
- A research essay (equivalent to two half courses) and three half course options

Development Administration Specialization

Required Courses

- Administration 50.510: Management Accounting
- Administration 50.511: Financial Management*
- Administration 50.523: Microeconomics for Management and Policy
- Administration 50.530: Organizational Behavior I*
- Administration 50.551: Quantitative Methods I
- Administration 50.552: Quantitative Methods II
- Administration 50.568: Policy and Decision Making*
- International Affairs 46.507: Theories of Development and Underdevelopment
- International Affairs 46.508: Development Planning: Theory and Practice
- International Affairs 46.537: Macroeconomics in a Development Context

Students who are unable to continue in their M.A. program may be awarded the Diploma in Public Administration provided

that they successfully

* Special sections of these courses will be offered for students in the development administration specialization.

complete the diploma requirements and that four full courses have been taken at Carleton University.

Optional Courses

In consultation with the coordinator of the development administration specialization, students must select:

- Ten half courses from Stream 3 listed below
- A special project in development administration (50.597, equivalent to two half courses) and eight other half-course options from Stream 3

Stream 1 — Public Policy Analysis

Administration

- 50.503 Policy and Administration in Intergovernmental Relations
- 50.502 The Political Economy of Regulation
- 50.513 Budget Decision Making and Budgeting
- 50.524 Advanced Microeconomics for Policy Analysis
- 50.560 Industrial Policy: Theory and Practice I
- 50.561 Industrial Policy: Theory and Practice II
- 50.564 Social Policy
- 50.566 Science and Technology Policies
- 50.569 Public Choice: Theory and Application
- 50.570, 571, 572, 573 Policy Seminars
- 50.574 Urban Policy Analysis
- 50.575 Advanced Statistical Policy Analysis

Stream 2 — Public Management

Administration

- 50.514 Public-Sector Accounting and Finance
- 50.515 Management in the Public Service
- 50.516 Urban and Local Government Management
- 50.517 Public Management in Developing Countries
- 50.518 Marketing for Non-Profit Organizations
- 50.519 Management of Public Enterprise
- 50.520 Public-Sector Investment and Pricing
- 50.528 Management Information Systems I
- 50.529 Management Information Systems II
- 50.531 Organizational Behavior II
- 50.537 Law of Public Authorities II
- 50.538 The Management of Provincial Government
- 50.562 Planning and Evaluation in Government I
- 50.563 Qualitative Research in Public Organization
- 50.581 Staffing and Personnel Management
- 50.583 Problems in Organizational Change and Development
- 50.584 Industrial Relations and Public-Sector Collective Bargaining
- 50.585 Public-Sector Collective Bargaining

Stream 3 — Development Administration

Administration

- 50.502 The Political Economy of Regulation

- 50.514 Public-Sector Accounting and Finance
- 50.519 Management of Public Enterprise
- 50.520 Public-Sector Investment and Pricing
- 50.528 Management Information Systems I
- 50.529 Management Information Systems II
- 50.536 Law of Public Authorities I
- 50.562 Planning and Evaluation in Government
- 50.563 Qualitative Research in Public Organizations
- 50.565 Government-Industry Policy Relations
- 50.572 Regional Policy
- 50.574 Urban Policy
- 50.597 Special Project in Development Administration (1 credit)

International Affairs

- 46.506 Agriculture and Rural Development
- 46.512 Canada and International Development
- 46.538 International Economics: Policy and Theory
- 46.539 International Financial and Monetary Institutions and Policy
- 46.545 International Organizations in International Affairs
- 46.561 Historical Dimensions of Development and Underdevelopment
- 46.563 Issues in Development in Africa
- 46.564 Issues in Development in Latin America
- 46.565 The Ethical Dimension of International Affairs
- 46.567 Issues in Development in Southeast Asia
- 46.569 Social Cost-Benefit Analysis and Development Project Evaluation
- 46.581 Regional Cooperation Among Developing Countries

Economics

- 43.533 Regulation and Public Enterprise
- 43.543 Public Choice
- 43.547 Project Evaluation
- 43.554 Economic Development: Internal Aspects
- 43.562 International Monetary Theory and Policy

Political Science

- 47.545 Public Administration in Developing Countries

School of Business

- 42.510 Seminar in Management and Administration
- 42.511 Seminar in Organizational Design

Stream 4 — Recommended options offered by other departments and schools at Carleton University and by the University of Ottawa

(This is not a complete list of all the acceptable options. Students should contact the supervisor of graduate studies or the director for ap-

proval if there are other courses they wish to take which are not on this list.)

Economics

- 43.505 Econometrics
- 43.511 Canadian Economy I
- 43.532 Competition Policy
- 43.533 Regulation and Public Enterprise
- 43.541 Public Economics: Expenditure
- 43.542 Public Economics: Taxation
- 43.547 Project Evaluation
- 43.555 Economic Development: International Aspects
- 43.581 Regional Economics
- 43.582 Urban Economics

International Affairs

- 46.511 Canada in the International Political Economy
- 46.512 Canada and International Development
- 46.513 Canada and International Conflict
- 46.530 International Enterprise
- 46.531 International Industries
- 46.532 Science, Technology, and International Affairs: The Advanced, Industrial Countries
- 46.533 Science, Technology, and International Affairs: The Third World

Journalism

- 28.500 Journalism and Society I
- 28.560 Journalism and Society II

Law

- 51.440 The Arbitration Process in Industrial Relations
- 51.445 Labor Relations in the Public Service
- 51.450 Canadian Constitutional Law
- 51.456 Administrative Law I
- 51.457 Administrative Law II

Political Science

- 47.501 Canadian Provincial Government and Politics
- 47.508 The Politics of Energy and the Environment
- 47.544 Public Administration in Developed Western Countries
- 47.545 Public Administration in Developing Countries
- 47.547 Decision Theories and Policy Studies
- 47.561 Analysis of Canadian Foreign Policy

Social Work

- 52.511 Social Policy Analysis
- 52.514 Housing Policy
- 52.515 Poverty and Wealth
- 52.540 Social Administration and Policy
- 52.541 Management of Social Programs
- 52.551 Program Evaluation

Sociology and Anthropology

- 53.525 Canadian Society
- 53.527 Sociology of Formal Organizations
- 53.529 Sociology of Science and Technology
- 53.532 The Labor Process

- 53.540 Political Sociology
 53.549 The Politics of Social Movements and the State
 53.568 Women and Work
University of Ottawa
 ADM5320 Marketing
 ADM5380 Management Decision Models
 ADM6320 Marketing Research
 ADM6340 Accounting for Managerial Planning and Control
 ADM6352 Empirical Methods in Financial Economics
 ADM6380 The Modeling of Management Decisions Under Uncertainty

Academic Standing

All candidates are required to obtain a grade of B- or better in each course in the program. A candidate may, with the recommendation of the school and the approval of the dean of the Faculty of Graduate Studies and Research, be allowed a grade of C+ in one full course.

Doctoral Program in Public Policy

The doctoral program in public policy has two primary objectives:

- to contribute to the advancement of research and teaching based on one or more of the various approaches to the political economy of public policy (in OECD countries)
- to develop scholars and researchers for positions in universities, private research institutions and various other public and private organizations

While the school's M.A. degree outlined above offers exposure to both policy and management, the Ph.D. focuses directly on the study of public policy from both Canadian and comparative perspectives. The formation and evolution of policy in Canada is a primary focus of the program. In addition, Canadian, European and other international students interested in research with a European-Canadian and North American comparative perspective will also find the program conducive to their work in the fields of specialization offered. Areas of research specialization within the school include: policy institutions and instruments, industrial policy, and social and labor market policy.

A distinguishing feature of the School of Public Administration is the presence of faculty who strive to integrate political science and economics in their research and teaching. The Ph.D. program is to a considerable extent based on the view that political economy is essential to an understanding of the public sector. It is also based on the view that analyses of what governments do must address the interplay among the various policy fields, instruments and institutions.

Degree Schedule

The program consists of three academic terms of course work plus preparation for two comprehensive examinations during a fourth term, as well as a doctoral thesis. *The degree may not be taken on a part-time schedule.* A limited number of Co-op placements, described under the Master of Arts, may be arranged for Ph.D. students.

Admission Requirements

Admission will be judged primarily on the applicant's ability to conduct advanced research and to complete the program successfully. Applications should contain at least one essay or paper at the M.A. level written by the applicant. Enrollment is limited and possession of the minimum requirements does not, in itself, guarantee acceptance. To be eligible for financial assistance, application for admission for the fall term must be completed no later than March 1.

Admission requires completion of an M.A. degree in any of public administration, political science, economics, political economy, business administration, law or similar degree with first class standing (A- average or better in their M.A. work).

Applicants must also successfully complete prerequisites in statistics, political science and economics as described in detail below. These prerequisites may be satisfied by the completion of appropriate course work at the intermediate undergraduate level or higher in each of the subjects listed.

Completed statistics courses should be approximately equivalent to courses Administration 50.551 and Administration 50.552 described under Master of Arts, page 275. Candidates may, with permission of the school, satisfy the statistics prerequisites by completing these courses with at least B+ standing during the first year of the Ph.D. program.

Prerequisites in political science and economics must be completed prior to entry. Completed courses in political science should be approximately equivalent to Administration 50.567 and Administration 50.568, while completed courses in economics should be approximately equivalent to Administration 50.522 and Administration 50.523. These courses are usually offered at the school in the summer term and equivalent courses may be taken at most universities throughout the academic year. Applicants should seek advice from the supervisor of the Ph.D. program about whether particular courses are acceptable as prerequisites.

Applicants should note that a high degree of mathematical competency is *not* a requirement for admission.

Advanced Standing

Advanced standing will not normally be granted for any of the required courses described below. If granted, advanced standing will be limited to one full-credit course.

Program Requirements

The program consists of the following elements:

- five full-credit courses (ten half-credit courses)
- preparation for and writing of two comprehensive examinations
- a thesis equivalent to five full-credit courses
- a language requirement

Course Component

Courses will normally be taken in the first year, and the fall of the second year. Students in the doctoral program are required to complete the following:

- *three and one half* full-credit courses (equivalent to seven half-credit courses) from the following list of required courses:
Administration 50.600 (Policy Institutions, Fields and Instruments), Administration 50.601 (Political Economy of Public Policy), Administration 50.602 (Economics of Public Policy), Administration 50.603 (Policy Research, one half-credit course)
- *one and one half* full-credit courses (equivalent to three half-credit courses) in the area of specialization chosen, i.e. one of policy institutions and policy instruments, industrial policy, and social and labor market policy

Courses will be chosen by the student after consultation with, and approval by, the student's academic supervisors. These courses will normally include graduate courses offered by the school and by the Departments of Political Science and Economics. However, other courses will also be approved. Doctoral students taking courses at the master's level will be subject to enhanced course requirements. When necessary, students must arrange formal approval from the relevant department for admission to optional courses.

A grade point average of at least 9.0 (B+) must be obtained in the above courses before proceeding to the comprehensive examinations.

Comprehensive Examinations

Students will write a general comprehensive examination, normally in January of the second year. This examination will focus on material emanating from the required three and one-half credit courses.

Students will also be examined on their area of specialization in a second examination. For this comprehensive examination they will write one major essay on the field of specialization. This essay will be read by their examining committee and will be the subject of an oral examination to be held normally at the end of the second year. It is expected that the com-

prehensive essay will critically review relevant literature, and may contain some initial thoughts regarding the student's Ph.D. thesis.

Preparation for the two comprehensive examinations will be assisted through tutorials as described below.

Thesis

Following the successful completion of the comprehensive examinations, students will prepare a formal thesis proposal under a committee composed of the supervisor and two other faculty members. The thesis supervisor will normally be a faculty member from the School of Public Administration. Each committee must consist of at least one political scientist and one economist. The thesis must demonstrate an advanced ability to integrate the politics and economics of public policy. The thesis must be defended at an oral examination.

Language Requirement

A reading knowledge of French will be required according to normal university Ph.D. language examination procedures. Another language may be substituted for French if it is essential for the thesis.

Required Courses — Master of Arts*

- Administration 50.500F1
Public-Sector Managing and the Canadian Political System
An examination of the central features and influences of the Canadian political systems on public service managerial and policy roles. An examination of the application of managerial concepts and approaches in Canadian public administration.
- Administration 50.510F1, W1
Management Accounting
An introduction to the underlying assumptions and basic principles of accounting, and an examination of the uses of accounting information by management. Topics include income measurement, asset valuation, financial statement analysis, cost systems, control reports, operating budgets, capital expenditure decisions, and alternative choice problems.

*F,W,S indicates term of offering. Courses offered in the fall and winter will be followed by T.

The number following the letter indicates the credit weight of the course: 1 denotes a half-course credit, 2 denotes a full-course credit, etc.

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50.511F1, W1

Financial Management

An examination of the principles and practice of financial planning and control. Analysis of the problems of resource allocation and asset management under conditions of uncertainty. Techniques of capital expenditure analysis, and analysis of funds flow.

Prerequisite: Administration 50.510.

C.M. Carmichael.

- Administration 50.522W1

Macroeconomics for Management and Policy

An examination of macroeconomic theory and policy, with emphasis on the theoretical foundations of contemporary policy debates.

George Warskett and S.L. Winer.

- Administration 50.523F1

Microeconomics for Management and Policy

An examination of microeconomic theory and policy, with attention to public-sector economics.

A.M. Maslove, George Warskett, and S.L. Winer.

- Administration 50.525F1

The Canadian Economy

This course examines, in an integrated fashion, the economy of Canada, the history of Canadian economic policy, and major current economic policy debates. The central thrust of the course is to present the view of the Canadian economy as a system, stressing linkages among sectors and the consequences for economic (and social) policy. The central theme will be explored, in part, by focusing on selected topics and issues such as industrial structure, regionalism, federalism, trade policy, stabilization and the deficit debate, labor markets, and income redistribution.

- Administration 50.530F1, W1

Organizational Behavior I

An examination of basic theories and approaches to the motivation of workers in organizations, the analysis of individual behavior in organizations from the perspective of worker motivations, and the examination of current tools, such as job enlargement participation models and M.B.O. for improving worker motivation and coping with organizational change.

Prerequisite: Administration 50.500.

D.G. Swartz and K.A.H. Graham.

- Administration 50.536F1, W1

Law of Public Authorities I

Introduction to basic legal principles, structures, and processes for the public administrator. Character of law and public law; constitutional framework; legal sanctions and basic principles of legal control.

Statutory discretion from the administrator's point of view.

R.D. Abbott.

- Administration 50.551F1

Quantitative Methods I

An introduction to the theory of measurement and various methods of data collection, causal analysis and inferential statistics.

Eugene Swimmer, George Warskett, and S.L. Winer.

- Administration 50.552F1, W1

Quantitative Methods II

An examination of techniques and problems of single equation estimation. Students will be expected to devise their own research design and analyze quantitative data with the use of the computer.

Prerequisite: Administration 50.551.

Eugene Swimmer, George Warskett, and S.L. Winer.

- Administration 50.567F1, W1

Political Economy of the State

An examination of basic theories and interpretations regarding the roles of, and interrelationships among, the state, corporations, labor unions, the professions, and other elements of the private sector.

Rianne Mahon, F.D. Abele, and D.G. Swartz.

- Administration 50.568F1, W1

Policy and Decision Making

An introduction to major political, economic, and organizational theories of policy and decision making, and their relationship to applied policy analysis.

Prerequisites: Administration 50.500; 50.567 and 50.523.

G.B. Doern, Rianne Mahon.

- International Affairs 46.507F1

Theories of Development and Underdevelopment

A comparative analysis of approaches to the study of development processes and underdevelopment, including structural-functional, neo-classical, Marxist, and dependency theories.

- International Affairs 46.508W1

Development Planning: Theory and Practice

Third World development plans and strategies and their impacts; techniques employed in development planning, including social cost-benefit analysis, budgeting, and problems in development administration.

- International Affairs 46.537W1
Macroeconomics in a Development Context
An examination of macroeconomic theory and policy in the context of the developing countries, with special emphasis upon theory and policy for open economies, structural adjustment to international disequilibrium, exchange rate and balance of payments management, fiscal and financial policy.

Optional Courses — Master of Arts

Note: Optional courses may only be taken when the student has completed at least nine required half-credit courses or has obtained advanced standing in same.

- Administration 50.502F1
The Political Economy of Regulation
An examination of political, economic, legal, and organizational theories of regulation in the Canadian and comparative context, and of the processes and consequences of regulatory practice in selected Canadian public policy fields.
Prerequisite: Administration 50.568.
- Administration 50.503F1 or W1
Policy and Administration in Intergovernmental Relations
An examination of the major cost-sharing and fiscal transfer agreements, and the intergovernmental mechanisms for policy and administrative coordination in selected policy fields.
- Administration 50.513F1
Budget Decision Making and Budgeting
A study of selected aspects of the expenditure and revenue budget and budgetary process at all levels of government. Student papers are oriented towards critical review of actual budgets and budgetary processes.
Prerequisites: Administration 50.523 and 50.568.
A.M. Maslove and S.L. Winer.
- Administration 50.514W1
Public-Sector Accounting and Finance
An examination of selected problems in accounting and financial management in public-sector organizations.
- Administration 50.515F1
Management in the Public Service
An examination through cases and research of selected problems and issues in public service management. The specific focus of the course will change each year;

some topics include human resources management, government investment, and pricing decisions.

- Administration 50.516W1
Urban and Local Government Management
An analysis of the principal issues and processes of Canadian urban and local government management and administration.
K.A.H. Graham.

- Administration 50.517W1
Public Management in Developing Countries
An applied analysis of selected issues in public management and administration in developing countries.
N.H. Lithwick.

- Administration 50.518W1
Marketing for Non-Profit Organizations
Examination of the concepts of marketing relative to public demand, and the market for social goods and services. Contemporary marketing approaches and practices are analyzed and applied to purposes, programs, and environments of government agencies and departments, educational institutions, charities, and other public and social services.

- Administration 50.519W1
Management of Public Enterprise
An examination of the theory and practice of public enterprise, drawing on both Canadian and comparative experience. The seminar examines selected federal and provincial crown corporations, and mixed enterprises, such as Air Canada, CNR, AECL, Telesat Canada, and the Canada Development Corporation.

- Administration 50.520F1
Public-Sector Investment and Pricing
An examination of theory and practice related to decision making about public-sector investment and pricing policy, particularly in connection with large-scale projects and programs. The focus is applied cost-benefit analysis (discount rates, marginal cost and shadow pricing, and the handling of risk and uncertainty) in large-scale public investment choices.
Prerequisite: Administration 50.523.
A.M. Maslove and S. L. Winer.

- Administration 50.524F1
Advanced Microeconomics for Policy Analysis
A course in microeconomics to provide advanced analytical tools to address policy issues in areas such as industrial organization, labor economics, public finance, regulation, and international trade.

Prerequisite: Administration 50.523.
S. L. Winer.

- Administration 50.528F1, W1
Management Information Systems I
An examination of the fundamentals of MIS: the nature of systems, information, and management processes, including concepts of data-processing technology, systems design, organizational impacts of information systems, and hardware and software considerations.

- Administration 50.529W1
Management Information Systems II
The objective of this course is to provide the student with the tools to become an intelligent user and manager of an information system. Topics include: structured systems analysis and design; technology assessment; data analysis and design; and systems development life cycle. Students are required to present the results of a major case study of an information system.

Prerequisite: Administration 50.528.

- Administration 50.531W1
Organizational Behavior II
An examination of macro open-systems theories of behavior of organizations, including interagency and agency-clientele relations and accountability processes. Students examine through research papers different modes of organization, including ministry systems, state enterprise, mixed enterprise, regulatory boards, and service and custodial organizations.

- Administration 50.537F1
Law of Public Authorities II
An examination of characteristics and selected problems of control of administrative action. Topics include: varieties of traditional and constitutional, legal and judicial control, impact of the Charter, reforms to administrative law control systems in Canada, and comparisons with developments outside Canada.

Prerequisite: Administration 50.536.

- Administration 50.538W1
The Management of Provincial Government
A comparative analysis of public-sector management structures and processes at the provincial level of government. Topics examined include personnel and financial systems, regional administration, public utilities, direct interprovincial program and project management, and international activities of provinces.

Prerequisite: Administration 50.500.

- Administration 50.560F1, W1
Industrial Policy: Theory and Practice I
An examination of the economic factors which enter into the Canadian 'industrial policy' debate. The course seeks to develop an appreciation of the ways in which different economic 'facts' and methodologies lead to different conclusions regarding the proper objectives of Canadian industrial policy. It will examine the different positions in that debate and explore the various ways in which they draw on theory, history and comparative studies to establish their respective conclusions.

- Administration 50.561F1
Industrial Policy: Theory and Practice II
An examination of the main policies, programs and strategies of government departments, federal and provincial, for economic development, with emphasis on Canada.

- Administration 50.562F1, W1
Planning and Evaluation in Government I
An examination of selected concepts, issues, and processes in applied governmental planning and evaluation, utilizing both Canadian and comparative experiences.
F.D. Abele.

- Administration 50.563F1, W1
Qualitative Research in Public Organizations
The course deals with the specification and formulation of research problems, and with the design and conduct of qualitative social research in public sector settings. There is emphasis on tactics to control and summarize information throughout the life of a study, and on techniques for the reduction and presentation of non-quantitative data. Writing and communication skills are stressed. The skills gained are relevant to a number of kinds of analysis typically conducted in bureaucracies, such as program evaluation designs and studies, and implementation analysis.

Prerequisite: Administration 50.562.

- Administration 50.564F1
Social Policy
A seminar which will study the nature and historical development of social programs and the welfare state in capitalist countries, with particular focus on Canada. The course will concentrate on developing a critical understanding of the social forces shaping these programs and evaluating the implications of current debate on the future of social policy in Canada.

- Administration 50.566S1
Science and Technology Policies
An examination of Canadian programs, policies,

and strategies toward the development of scientific and technological capability, and towards the use of science and technology in social and economic programs.

- Administration 50.569W1

Public Choice: Theory and Application

Understanding the public sector through the building and application of public choice models. Topics include the theory of groups, representative democracy, special interest politics, the bureau, and federal structure.

Prerequisite: Administration 50.523.

A.M. Maslove and S.L. Winer.

- Administration 50.570T2

Policy Seminars

An examination of one or more selected policy areas. The focus will be an analytical assessment of the selected policy area in terms of its many-sided economic, political, social, legal, quantitative, and administrative complexities. The policy field will change each year.

- Administration 50.571F1, W1

Gender and Public Policy

An examination of policy and policy making as they pertain to gender relations within the state as well as in society at large. The course looks at the negative and positive effects of public policy on gender relations in the family and the labor market.

- Administration 50.572F1, W1, 50.573S1

Policy Seminars

An examination of one or more selected policy areas. The focus will be an analytical assessment of the selected policy area in terms of its many-sided economic, political, social, legal, quantitative, and administrative complexities. The policy field will change each year.

- Administration 50.574F1

Regional Policy

This seminar examines the theory and practice of regional policy, using the Canadian experience as a case study. It begins with an analysis of regionalism and regional economic concerns. Then the alternative policy approaches that are available and their theoretical underpinnings are considered, and a critical review of Canadian efforts is undertaken. Particular

emphasis is placed on the way in which federalism shapes perceptions of regional issues, and influences the approach to solutions. Regional develop-

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ns in the Third World countries may be analyzed in brief if students from that region participate. N.H. Lithwick.

- Administration 50.575F1

Advanced Statistical Policy Analysis

An examination of econometric research on selected policy issues. The issues considered vary each year and the analysis incorporates the study of selected econometric techniques. The course enables students to evaluate critically applied econometric studies of public policy.

S.L. Winer and George Warskett.

- Administration 50.581W1

Staffing and Personnel Management

An examination of the staff and personnel-management functions in large public and private organizations, including recruitment, selection and performance appraisal, reward systems, and the roles of staffing professionals.

- Administration 50.583F1

Problems in Organizational Change and Development

An examination, through case work and group projects, of the concepts and issues of planned organizational changes.

Prerequisite: Administration 50.530.

- Administration 50.584F1

Industrial Relations and Collective Bargaining

An analysis of the basic concepts of industrial relations, with respect to both public- and private-sector employees and organizations.

Eugene Swimmer.

- Administration 50.585W1

Public-Sector Collective Bargaining

An application of the basic concepts, legislation, and public policies regarding public-sector collective bargaining at the federal, provincial, and municipal levels of Canadian government. Cases and simulated negotiations will be used where appropriate.

Prerequisite: Administration 50.584 or permission of the school.

Eugene Swimmer.

- Administration 50.590T2

Directed Studies

A tutorial or directed reading course on selected subjects.

- Administration 50.591, 50.592, 50.593F1, W1, S1

Directed Studies

A tutorial or

directed reading course on selected subjects.

- Administration 50.595T2
Internship Paper
The internship paper is based on the internship placement, but must be distinct from it, and involves the application of relevant theoretical and practical literature to the work assignment. It is developed in consultation with the student's faculty supervisor, and assessed by the faculty. Students should consult the supervisor of graduate studies for details.
- Administration 50.597T2
Special Project in Development Administration
- Administration 50.598F2, W2, S2
Research Essay
- Administration 50.599F4, W4, S4
M.A. Thesis

Required Courses — Ph.D

Note: All courses are full-credit (two-term) courses unless otherwise indicated. Ph.D. courses are open to master's students with approval of the school.

- Administration 50.600T2
Policy Institutions, Fields and Instruments
An examination of comparative and Canadian theory and research on the institutions of policy formulation, major policy fields such as industrial and social policy, and basic policy instruments including taxation, spending, regulation and public ownership and investment.
- Administration 50.601T2
Political Economy of Public Policy
An examination of the major contending and complementary approaches to the political economy of public policy and their approaches to democratic policy making, including liberal-pluralist, neo-Marxist, public choice, and institutional theories and frameworks.
- Administration 50.602T2
Economics of Public Policy
An examination of the economics of public policy in both the micro- and macroeconomic realms, including the relationships between theory and applied policy making.

- Administration 50.603F1, W1, S1
Public Policy Research
An examination through analyses of selected current research projects of basic applied research issues, philosophies and problems in public policy research.
- Administration 50.690F1, W1, S1
Ph.D. Tutorial
A tutorial specifically designed as preparation for the general comprehensive examination, under the direction of two or more faculty members. The grade to be awarded will be that obtained on the general written examination.
- Administration 50.691, 692, 693F1, W1, S1
Ph.D. Tutorials
Ph.D. tutorials specifically designed as preparation for the applied specialization examination. Working under the direction of two or more faculty members, the selected tutorial includes the preparation of a major literature review essay. The essay must be defended in an oral examination. The grade to be awarded is that obtained on both the written essay and the oral defense.
- Administration 50.699F10, W10, S10
Ph.D. Thesis
Students will normally be supervised by faculty in the School of Public Administration but may also seek supervision from faculty in other social science departments, schools and institutes.