

Course # & Title	MPA 810—Policy Challenges	
Course Instructor	Eugene Lang	Email: Eugene.Lang@Queensu.ca
Office	Rm. 330 RSH	
Office Hours	Thursdays, 8:30 a.m.-10:45 a.m.	Phone: 613-371-7638
Format	Lectures, readings, presentations	
Grading Scheme	<p>October 15--In class briefing note assignment—20% of final grade</p> <p>November 5-6--Take home exam--40% of final grade</p> <p>November 26--Final briefing note assignment--40% of final grade</p>	

LEARNING OUTCOMES

Students will:

- Gain an understanding of the basic public administration structures in Canadian government (e.g. Ministers and their offices; line departments; central agencies; Cabinet Committees, the interdepartmental process) within which public policy is made, and how those structures shape policy development;
- Gain an understanding of conventional public administration organizational forms used for policy delivery in Canada (e.g. crown corporations, regulatory agencies, third party delivery vehicles);
- Gain an understanding of the role of external stakeholders in influencing policy development;
- Develop an appreciation of how dominant policy/governing paradigms and theories shape the range of policy choice available to governments;
- Gain an appreciation of the complexity associated with policy development and its execution in government;
- Gain an appreciation of the ethic and culture of public service professionalism as it relates to policy development and advice in government;
- Develop the skill of summarizing/synthesizing reports into professional briefing notes;
- Develop effective, concise, analytical writing for government executives and decision-makers

COURSE TOPICS

What is public administration?

Where Policy is Made: Ministers, Line Departments and Central Agencies

Where Policy is Decided: Cabinet, Cabinet Committees and the Interdepartmental Process

How Policy is Communicated: Writing Briefing Notes for Executives

Where Policy is (sometimes) Delivered: Crown Corporations, Regulatory Agencies and Third Party Delivery Vehicles

External Policy Influencers: The Role of Stakeholders

Perfecting the Briefing Note Craft

The Political/Public Service Interface

Fearless Advice: Public Service Professionalism and the Culture of Public Service

Policy Paradigms

An Exercise in public policy complexity

SELECTED COURSE TEXTS & READINGS

Smith, Alex, *The Roles and Responsibilities of Central Agencies*, Library of Parliament, 22 April, 2015
<https://central.bac-lac.gc.ca/.item?id=2009-01-eng&op=pdf&app=Library>

Kernaghan, Kenneth and Siegel, David., *Public Administration in Canada*, Fourth edition.

Savoie, Donald. *Governing from the Centre: The Concentration of Power in Canadian Politics*, 1999

Roberts, Alasdair, "The Third and Fatal Shock: How Pandemic Killed the Millennial Paradigm", *Public Administration Review*, 2020

Lang, Eugene, "The Era of Gigantic Government is Upon Us", *Policy Options*, April 17, 2020
<https://policyoptions.irpp.org/magazines/april-2020/the-era-of-gigantic-government-is-upon-us/>

Public Policy Forum, *Crown Corporations Governance: Three Ways to Manage the Tension Between Autonomy and Control*, August 2016
<https://ppforum.ca/wp-content/uploads/2018/05/Crown-corporation-governance-PPF-Report.pdf>

Menard, Marc. *Political Argument: A Guide to Research, Writing and Debating*. Oxford University Press, 2015

Orwell, George. *Politics and the English Language*. London: Penguin, 1946
<http://www.public-library.uk/ebooks/72/30.pdf>

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Departures from academic integrity include plagiarism, use of unauthorized materials, facilitation, forgery and falsification, and are antithetical to the development of an academic community at Queen's. Given the seriousness of these matters, actions which contravene the regulation on academic integrity carry sanctions that can range from a warning or the loss of grades on an assignment or the failure of a course to the rescinding of a degree.

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