

PSCI 6408W
THEORY AND PRACTICE OF PUBLIC AFFAIRS MANAGEMENT

Thursdays, 11:35am – 2:25pm

Please confirm location on Carleton Central

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Course Objectives:

This seminar course aims principally at analyzing Public Affairs and its **Management**. The course is spatially comparative in the sense that it focuses on both the United States and Canada. In the first part of the seminar, participants are introduced to the distinctiveness of Public Affairs Management to serve as a sound foundation for understanding the various theories and their practice that have evolved in the field. The second part of the course aims at exposing participants to some theories in Public Affairs Management including theories about organization and the bureaucracy, and public management and democracy.

The third part is concerned with the public sector environment, public sector management strategies, leadership and accountability, public sector reform, and ethics in public affairs management. The fourth part comprises readings about current issues and challenges in Public affairs management which participants may read on their own. These readings are not included in the seminar discussions. However, participants may base their end of term research essay on some of these issues.

Each participant is required to make some presentations in class. In addition, participants are expected to submit some short summaries from the assigned readings. The short and critical summaries of the main theme and supporting arguments are to be not more than five pages double space on font 12, but professionally written with references to the pages within the particular assigned readings. The summaries should draw attention to questions that can stimulate critical discussions.

In the final research essay, each participant chooses an area of interest for approval by the instructor and writes a research essay that integrates the assigned readings as part of its literature review. The literature review may include further readings outside the assigned readings.

It is to be noted that, at the discretion of the instructor and any particular interests raised in class, not all the assigned readings of a session may be used in the class presentations

and some sessions may be skipped. At the end of the course, participants are expected to have gained an understanding of theories in public affairs and how the public sector was managed and is currently being managed in practice. The skills so acquired may enable participants to proceed on to further studies and research in the field or to apply them to advantage while working in any area of public affairs management.

Text:

No one textbook has been found adequate in covering what is broadly required in this course. For this reason, assigned readings have been selected from a wide range of books. However, the following books are required.

Required Text

David Johnson *Thinking Government*, Broadview :Peterborough: 2006,
ISBN 1-55111-779-7

David H. Rosebloom and Robert S. Kravchuk, *Public Administration: Understanding Management, Politics and Law in the Public Sector*, New York: McGraw Hill, 2005. ISBN 0-07-286795-7

Stephen Brooks *Canadian Democracy: An Introduction*, Don Mills: Oxford University Press, 2007. ISBN 0-19-542323-2

Recommended Text

David Beetham *Bureaucracy* Minnesota: University of Minesota Press, 1996.
ISBN 0-8166-2939-0.

Carl James (ed) *Possibilities and Limitations: Multiculturalism and Programs in Canada*, Halifax: Ferrwood Publishing, 2005. ISBN 1-55266-160-1

The wide range of books from which the assigned readings have been selected implies that the class, as a group, must compile the rest of the assigned readings as course pack and share the cost for doing so. Alternatively, participants can scan and mail assigned readings to one another through WebCT.

Grading

Reading Summaries Due one week before each session.	30%
Class Participation	30%
Final Research Essay Due last day in class.	40%

The Research Essay: The research essay of not more than 20 pages should reflect research into the area of choice, a clear thesis supported by relevant arguments, and demonstrate critical analysis, creativity and originality.

Class Participation: Participation marks include attendance, presentations, active contribution to discussions and discipline. Attendance in class will be recorded at random. Self-discipline is very important in a seminar for, without it, there is likely to be a breakdown of order. It is to be noted that marks may be deducted for unacceptable behaviour.

Participants are to note that in a seminar, the instructor need not give any lectures but might provide necessary guidance and comments. Participants will be divided into groups. The group size and number of groups will depend upon the size of the class. Each group will select a leader who will divide the assigned readings among the members of the group and lead the class during the seminar. Each member of a group will summarize the reading assigned to him/her in an **essay form** with appropriate references to pages in the relevant assigned readings for the session and prepare questions to stimulate **critical** discussions. The references will be found very useful later when revising and preparing to write the research essay.

The critical summaries with the stimulating questions are to be distributed in class one week before the seminar to enable adequate preparation for the seminar discussions. During the seminar, the leader will introduce the class to the central themes of the assigned readings for the session. Each member shall then render a presentation on the reading assigned to him/her. This will be followed by each member of the group, in turn, being invited by the leader to ask the class some questions picked from the list of questions in the previously submitted summaries. Occasionally, the instructor may intervene to clarify some points. At the end of the seminar, the leader will summarize the main points of the discussion. Members of the group may fill in any gaps left out by the leader.

Marks will be awarded for **originality and critical thinking**. Presentation and discussion marks will be awarded on group as well as individual basis, and for this reason, participants are advised to ensure a thorough grasp of the assigned readings for each session and to refrain from shyness. It is to be noted that attendance has an effect on participation for one cannot get a participation mark when one is absent. Participants are advised, therefore, to attend every session.

COURSE OUTLINE AND READINGS

Given the dynamic nature of the literature on Theory and Practice of Public Affairs Management and Analysis, the course outline and associated readings may be assumed as tentative only. At the discretion of the instructor some changes may be made. The readings have been selected not to overburden, but to enable the student acquire a broad spectrum of the views expressed in the literature. Reading fast but effectively is the motor of academic success. Before venturing to read the whole, students are advised to read the introduction, the conclusion, and the major divisions of an assigned reading to unearth the main theme, the relative importance, and the relevance of each section to the main theme. By reading the more important sections and glancing through the relatively less important ones for additional information, the student can save much reading time.

PART 1 INTRODUCTION

Session 1 (January 8) Organization of Participants into Groups

Session 2 (January 15). Introducing Public Affairs and its Competing Ideologies

David Johnson, “Competing Ideologies of Government and Public Service” *Thinking Government*, Peterborough: Broadview Press, 2006, Chapter 2.

Stephen Brooks “Ideologies and Institutional Roots” *Canadian Democracy: An Introduction*, Don Mills: Oxford University Press, 2007, Chapter 2.

David Rosenbroom and Robert Kravchuk “The Practice and Discipline of Public Administration: Competing Concerns” *Public Administration: Understanding Management, Politics, and Law in the Public Sector*, New York: McGraw Hill, 2002, Chapter 1.

Jay Shafritz and E. Russell “Defining Public Administration” in *Introducing Public Administration*, New York: Longman, 1999, Chapter 1.

David Beethan “Introduction” and “Models of Bureaucracy” *Bureaucracy* Minneapolis: University of Minnesota Press, 1987, Chapters 1-2

Further Reading

Eva Etzioni-Halevy “Classical Theories” *Bureaucracy and Democracy, A Political Dilemma*, London: Routledge & Kegan Paul, 1985, Chapters 1-2.

PART 2

THE CORE FUNCTIONS OF PUBLIC ADMINISTRATION AND MANAGEMENT

Session 3 (January 22) Theories About Structure, Process and Decision-Making

David Rosenbroom and Robert Kravchuk “Organization: Structure and Process”, “Decision-Making”, *Public Administration: Understanding Management, Politics, and Law in the Public Sector*, New York: McGraw Hill, 2002, Chapter 4, 7.

David Johnson “Ministers, Deputy Ministers, and Cabinet Decision-Making Systems”, “Theory of Organizational Design and Management Decision-Making” *Thinking Government*, Peterborough: Broadview Press, 2002, Chapters 4-5.

Stephen Brooks “The Machinery of Government” *Canadian Democracy: An Introduction*, Don Mills: Oxford University Press, 2007, Chapter 2

Michael Howlett & M. Ramesh “Public Policy Decision-Making: Beyond Rationalism and Incrementalism” *Studying Public Policy: Policy Cycles and Policy Subsystems*, Don Mills: Oxford University Press, 2003, Chapter 7.

Christopher Ham and Michael Hill “Power and Decision-Making”, “Rationality and Decision-Making” *The Policy Process in the Modern Capitalist State*, Toronto: Harvester Wheatsheaf, 1984, Chapters 4-5.

Further Reading

Hal G. Rainy “Formulating and Achieving Purpose: Power, Strategy and Decision Making” *Understanding and Managing Public Organizations*, San Francisco: Jossey-Bass, 1997.

Eva Etzioni-Halevy “Modern Theories” *Bureaucracy and Democracy, A Political Dilemma*, London: Routledge & Kegan Paul, 1985, Chapters 3-6.

Session 4 (January 29) Comparative Human Resources Management

David Rosenbroom and Robert Kravchuk “Public Personnel Administration and Collective Bargaining”, *Public Administration: Understanding Management, Politics, and Law in the Public Sector*, New York: McGraw Hill, 2002, Chapter 5.

David Johnson “Public Human Resource Management”, “Representative and Equitable Public Service”, *Thinking Government*, Peterborough: Broadview Press, 2002, Chapters 8, 9.

Hal G. Rainey “Assessing Past and Current Personnel Reforms” in Guy Peters & Donald Savoie edited, *Taking Stock*, Montreal & Kingston: McGill-Queen’s University Press, p 187-220.

Janet M. Lum and A. Paul Williams “Out of Sync with “Shrinking State?” Making Sense of the Employment Equity Act (1995), in Mike Burke, Colin Mooeres and John Shields eds. *Restructuring and Resistance: Canadian Public Policy in an Age of Global Capitalism*, Halifax: Fernwood Publishing, 2000, Chapter 9.

Further Reading

Anver Salojee “Containing Resistance: The Neoliberal Boundaries of Employment Equity” in Mike Burke, Colin Mooeres and John Shields eds. *Restructuring and Resistance: Canadian Public Policy in an Age of Global Capitalism*, Halifax: Fernwood Publishing, 2000, Chapter 14.

Session 5 (February 5)

Budgeting and Finance

David Rosenbroom and Robert Kravchuk “Budgeting and Finance”, *Public Administration: Understanding Management, Politics, and Law in the Public Sector*, New York: McGraw Hill, 2002, Chapter 6.

David Johnson “Public Sector Financial Management”, and “Dealing with Deficits and Post-Deficit future” *Thinking Government*, Peterborough: Broadview Press, 2002, Chapters 6-7.

Naomi Caiden “A New Generation of Budget Reforms” in Guy Peters & Donald Savoie edited, *Taking Stock*, Montreal & Kingston: McGill-Queen’s University Press, p 252-284.

Peter Leslie “The Economic Framework: Fiscal and Monetary Policy” in Andrew Johnson and Andrew Stritch edited *Canadian Public Policy*, Toronto: Copp Clark, 1997, Chapter 2.

Further Reading

Leslie Pal “Policy Design” *Beyond Policy Analysis*, Scarborough: ITP Nelson, 1997, Chapter 4.

PART 3
THE PUBLIC SECTOR ENVIRONMENT AND
PUBLIC SECTOR MANAGEMENT

Session 6 (February 12)

Theories About Public Policy and Institutions

Andre Lecours (edited) “New Institutionalism: Issues and Questions” in *New Institutionalism: Theory and Analysis*, Toronto: University of Toronto Press, 2005, Chapter 1.

Andrew Reynolds (ed) “Introduction”, “Institutional Design in Divided Societies: An Overview” and “The Wave of Power-Sharing Democracy”, in Andrew Reynolds edited *The Architecture of Democracy*, New York: Oxford University Press, 2002, Introduction, Chapters 1-2.

Guy Peters “The Policy Process: An Institutional Perspective”, and Michael M. Atkinson and William D Coleman “Policy Networks, Policy Communities and Problems of Governance” in V. Subramaniam and Jon Alexander edited, *Comparative Public Policy Reader*, New Delhi: Ajanta Publications, 1999, Chapters 2, 4.

Michael Howlett & M. Ramesh “Approaches to Public Policy”, “Policy Actors and Institutions”, and “Policy Communities and Policy Networks” *Studying Public Policy*, Don Mills: Oxford University Press, 2003, Chapters 2-3, 6.

David Kenamer “Public Opinion, the Press, and Public Policy: An Introduction”, “Who Sets the Media Agenda? The Ability of Policymakers to Determine News Decision”, and “The News Media and Public Policy Agendas” *Public Opinion, the Press, and Public Policy*, Westport: Praeger, 1992, Chapters 1, 5, 6 Hint: Library Floor 4 Call # N90.P8P85 * Policy

Participants discuss their research essay topic with instructor before winter break of February 16 to 20.

Further Reading

Andrew Johnson and Andrew Stritch edited “Introduction: Political Parties, Globalization, and Public Policy” *Canadian Public Policy*, Toronto: Copp Clark, 1997, Chapter 12.

Stephen Brooks and Lydia Miljan “Theories of Public Policy” *Public Policy in Canada: An Introduction*, Don Mills: Oxford University Press, 2003, Chapter 2

February 16-20 (includes February 16 as statutory holiday) is winter break , classes suspended. Participants begin working on their end of term essay.

Session 7 (February 26) Policy Implementation and Evaluation

Michael Hewlett & M. Ramesh “Policy Implementation: Policy Design and Implementation Styles”, “Policy Evaluation” *Studying Public Policy*, Don Mills: Oxford University Press, 2003, Chapters 8,9.

Stephen Brooks and Lydia Miljan “Policy Implementation” *Public Policy in Canada: An Introduction*, Don Mills: Oxford University Press, 2003, Chapter 4.

Leslie A. Pal “Implementation ”, “Evaluation” *Beyond Policy Analysis*, Scarborough: ITP Nelson, 1997, Chapters 5,7.

Session 8 (March 5) Bureaucratic Power and Democratic Dilemma

Eva Etzioni-Halevy “Bureaucratic Power - A Democratic Dilemma” *Bureaucracy and Democracy, A Political Dilemma*, London: Routledge & Kegan Paul, 1985, Chapter 7.

David Beethan “Theories of Bureaucratic Power” and “Bureaucracy and Democratic Theory” *Bureaucracy* Minneapolis: University of Minnesota Press, 1987, Chapters 3-4.

Christopher Ham and Michael Hill “Bureaucrats in the Policy Process”, “Discretion in the Policy Process” *The Policy Process in the Modern Capitalist State*, Toronto: Harvester Wheatsheaf, 1984, Chapter 8-9.

Hugh Mellon “Politics and Administration: Separate, Connected or Integrated ?” in Martin W. Westmacott and Hugh P. Mellon edited *Public Administration and Public Policy*, Scarborough: Prentice Hall, 1999, p 3-18.

Further Reading

Ralph P. Hummel “Bureaucracy as Polity” *The Bureaucratic Experience*, New York: St. Martin’s Press, 1977, Chapter 5.

David Rosenbroom and Robert Kravchuk “Public Administration and Democratic Constitutionalism”, *Public Administration: Understanding Management, Politics, and Law in the Public Sector*, New York: McGraw Hill, 2002, Chapter 11.

Session 9 (March 12) Theories of Government Size, Leadership and Accountability and Neoliberal Reforms

David Johnson, “Public Sector Accountability: Responsibility, Responsiveness, and Ethics”, “Public Sector Management: The Challenges of Leadership”, and “Contemporary Issues in Management Reform” *Thinking Government*, Peterborough: Broadview Press, 2002, Chapters 10-12.

Jay Shafritz and E. Russell “Leadership and Accountability” in *Introducing Public Administration* op. cit, Chapter 9.

Paul G . Thomas “The Changing Nature of Accountability”, Christopher Politt “Managerialism Revisited”, and Peter Aucoin, “Restructuring Government for the Management and Delivery of Public Services” in Guy Peters and Donald Savoie ,*Taking Stock: Assessing Public Sector Reforms*, Montreal: McGill-Queens University Press, 1998.

Max Neiman “Macro-Deterministic Explanations of Government Growth”, “Public Choice Explanations of Government Size and Growth” and “ For Whom the Evidence Matters” *Defending Government: Why Big Government Works*, Upper Saddle River: Prentice-Hall, 2000, Chapters 3,4,5.

John Shields and B. Mitchell Evans “Re-engineering the Public Sector: The Theory and Political Economy of Neoliberal Public Administration”, “Praxis of Neoliberal `Public Administration” and “Downloading and the Public Sector” *Shrinking the State: Globalization and Public Administration Reform*, Halifax: Fernwood Publishing, 1998, Chapters 1-5.

Guy Peters and Donald Savoie “Managerialism Revisited” and “Restructuring Government for the Management and Delivery of Public Services” in *Taking Stock: Assessing Public Sector Reforms*, op.cit., pp 348-393.

Further Reading

John Shields and B. Mitchell Evans “Public Sector Change and the Crisis of Governance”, “The Politics and Public Administration of Restraint”, *Shrinking the State: Globalization and Public Administration Reform*, Halifax: Fernwood

Publishing, 1998, Chapters 1-2.

Jay Shafritz and E. Russell “Managerialism and Performance Management”
Introducing Public Administration, op.cit., Chapter 7.

Gregory Inwood “Public Administration and Accountability” in *Understanding Public Administration: An Introduction to Theory and Practice*. Op.cit. Chapter 1

Session 10 (March 19) Federalism, and the Cultural and Corporate Environment

Francois Rocher and Miriam Smith “The Four Dimensions of Canadian Federalism”, Jennifer Smith “The Constitutional Debate and Beyond” and Michael Burgess, “Canadian Federalism and Federation in Comparative Perspective” in Francois Rocher and Miriam Smith edited, *New Trends in Canadian Federalism*, Peterborough: Broadview Press, 2003, Chapters 1-3, 14.

David Johnson “Institutions of Governance: The Environment of Public Sector Management” *Thinking Government*, Peterborough: Broadview Press, 2002, Chapter 3.

David Rosenbroom and Robert Kravchuk “Federalism and Intergovernmental Relations: The Structure of the American Administrative State“, *Public Administration: Understanding Management, Politics, and Law in the Public Sector*, New York: McGraw Hill, 2002, Chapter 3.

Harry Glasbeek ”, “The Undemocratic Innards of the Large Corporation” “When Big Corporations Speak, Governments Listen” and “Government in their Own Image: Corporations and Political Power.” *Wealth By Stealth: Corporate Crime, Corporate Law and the Perversion of Democracy*, Toronto: Between the Lines, 2002, Chapters 6-7,13.

Harry Glasbeek “An Ill –Assorted Trio: Capitalism, The Market and the Corporation”, “The Small is Beautiful Campaign”, “The Small and the Ugly” *Wealth By Stealth: Corporate Crime, Corporate Law and the Perversion of Democracy*, Toronto: Between the Lines, 2002, Chapters 2-4

Further Readings

Jay Shafritz and E. Russell “The Political and Cultural Environment of Public Policy and its Administration” and “ Strategic Management in the Public Sector”
Introducing Public Administration, op.cit., Chapter 2, 8.

Gregory J. Inwood “Federalism, Globalization and the (Anti-) Social Union” in Mike Burke, Colin Mooeres and John Shields edited *Retructuring and Resistance: Canadian Public Policy in an Age of Global Capitalism*, Halifax: Fernwood Publishing, 2000, Chapter 10.

Stephen Brooks “Federal-Provincial Relations” , “The Decline of New Centrism” in Andrew Johnson and Andrew Stritch edited *Canadian Public Policy*, Toronto: Copp Clark , 1997, Chapter 12.

Patric Malcomson and Richard Myers “Federalism” *The Canadian Regime*, Peterborough: Broadview Press, 2002, Chapter 4.

Session 11 (March 26) **Managing Diversity**

Kenneth McMcRoberts “Conceiving Diversity: Dualism, Multiculturalism, and Multinationalism” in Francois Rocher & Miriam Smith edited *New Trends in Canadian Federalism*, Peterborough: Broadview Press, 2003, Chapter 4.

Stephen Brooks “Diversity and Politics” *Canadian Democracy: An Introduction*, Don Mills: Oxford University Press, 2007, Chapter 13.

Les Samuelson and Wayne Antony eds. “Aboriginal Economic Development and the Struggle for Self-Government” and “From Solution to Problem: Multiculturalism and Race Relations” *Power and Resistance: Critical Thinking About Canadian Social Issues*, Halifax: Fernwood Publishing, 2003, Chapter 4-6 .

Jill Vickers “Foundational “Race” Regimes” and “Claiming Justice: The Approaches to Change in the Politics of Race” *The Politics of Race*, Ottawa: The Golden Dog Press, 2002.

Lisa Marie Jakubowski *Immigration and the Legalization of Racism*, Halifax: Fernwood Publishing, 1997, Chapters 1-6.

Carl James (ed) “Introduction: Perspectives on Multiculturalism in Canada”, “Canadian Multiculturalism” , “Immigrant Integration in Canada”, and “Employment Equity in Canada” in Carl James ed. *Possibilities and Limitations: Multiculturalism and Programs in Canada*, Halifax: Ferrwood Publishing, 2005.

Participants submit end of term research essays.

Further Reading

Kathy Brock “Aboriginal People: First Nations”, and “Strengthening Society II: Immigration Policy” in Andrew Johnson and Andrew Stritch edited *Canadian Public Policy*, Toronto: Copp Clark , 1997, Chapters, 7, 9.

Frances Abele and Michael J. Prince “Aboriginal Governance and Canadian Federalism: A To-Do List for Canada” in Francois Rocher & Miriam Smith edited *New Trends in Canadian Federalism*, Peterborough: Broadview Press, 2003, Chapter 6

PART 4

Suggested Private Readings

Issues and Case Studies in Public Affair Management

Session 12 (April 2)

Terrorism Issues

Jonathan Barker *The No-Nonsense Guide to Terrorism*, Toronto: Between the Lines, Chapters 1-5.

Frederick H. Gareau “The Roots of the War on Terrorism”, “The War on Terrorism” and “Conclusions and Recommendations” *State Terrorism and the United States: From Counterinsurgency to the War on Terrorism*, London: Zed Books, 2004, Chapters 8-10 .

Noam Chomsky “Thought Control: The Case of the Middle East”, “Middle East Terrorism and the American Ideological System” and “The World after September 11” *Pirates and Emperors, Old and New*, Toronto: Between the Lines, 2002, Chapters 1-2, 6.

Thomas J. Badey edited “The Concept of Terrorism”, “Causes of Terrorism,” “Strategies and Tactics of Terrorism” in *Violence and Terrorism*, Sixth Edition , 03/04, Guilford: McGraw-Hill, 2003, Units 1-3.

Policy Issues

Stephen McBride “Investing in People: Labour Market Policy” , Andrew Stritch “An Innovative Economy: Science and Technology Policy” , Michael Howlett “Sustainable Development: Environmental Policy”, Geoffrey R. Weller “Strengthening Society I: Health Policy” , Andrew F. Johnson “Strengthening SocietyIII: Social Security” and W. Andy Knight “Foreign Policy: Coping with a Post-Cold War Environment” in Andrew

Johnson and Andrew Stritch edited *Canadian Public Policy*, Toronto: Copp Clark , 1997, Chapters 3-6, 8, 10.

Leslie A. Pal “Conclusions” *Beyond Policy Analysis*, Scarborough: ITP Nelson, 1997, Chapters 8.

Applications and Case Studies

David Camfield “Assessing Resistance in Harris Ontario” , 1995-1999” in Mike Burke, Colin Mooeres and John Shields eds. *Restructuring and Resistance: Canadian Public Policy in an Age of Global Capitalism*, Halifax: Fernwood Publishing, 2000, Chapter 15.

Henry Jacek “Interest Mediation: The Case of the Chemical Industry” in V. Subramaniam and Jon Alexander edited, *Comparative Public Policy Reader*, New Delhi: Ajanta Publications, 1999, Chapter 7.

Jim Silver “Persistent Poverty and the Push for Community Solutions” , Errol Black “ Jobs, Jobs, Jobs: Unemployment, Labour Market Insecurities, and the Subordination of Labour” , Pat Armstrong “Privatization as Health-Care Reform and its impact on Women” in *Power and Resistance*, Halifax: Fernwood Publishing, 2003, Chapters 7, 9,13.

Academic Accommodations

For students with Disabilities: Students with disabilities requiring academic accommodations in this course must register with the Paul Menton Centre for Students with Disabilities (500 University Centre) for a formal evaluation of disability-related needs. Registered PMC students are required to contact the centre (613-520-6608) every term to ensure that the instructor receives your letter of accommodation. After registering with the PMC, make an appointment to meet with the instructor in order to discuss your needs **at least two weeks before the first assignment is due or the first in-class test/midterm requiring accommodations**. If you require accommodation for your formally scheduled exam(s) in this course, please submit your request for accommodation to PMC by **November 7, 2008 for December examinations**, and **March 6, 2009 for April examinations**.

For Religious Observance: Students requesting accommodation for religious observances should apply in writing to their instructor for alternate dates and/or means of satisfying academic requirements. Such requests should be made during the first two weeks of class, or as soon as possible after the need for accommodation is known to exist, but no later than two weeks before the compulsory academic event. Accommodation is to be worked out directly and on an individual basis between the student and the instructor(s) involved. Instructors will make accommodations in a way that avoids academic disadvantage to the student. Instructors and students may contact an Equity Services Advisor for assistance (www.carleton.ca/equity).

For Pregnancy: Pregnant students requiring academic accommodations are encouraged to contact an Equity Advisor in Equity Services to complete a *letter of accommodation*. Then, make an appointment to discuss your needs with the instructor at least two weeks prior to the first academic event in which it is anticipated the accommodation will be required.

Plagiarism: The University Senate defines plagiarism as “presenting, whether intentional or not, the ideas, expression of ideas or work of others as one’s own.” This can include:

- reproducing or paraphrasing portions of someone else’s published or unpublished material, regardless of the source, and presenting these as one’s own without proper citation or reference to the original source;
- submitting a take-home examination, essay, laboratory report or other assignment written, in whole or in part, by someone else;
- using ideas or direct, verbatim quotations, or paraphrased material, concepts, or ideas without appropriate acknowledgment in any academic assignment;
- using another’s data or research findings;
- failing to acknowledge sources through the use of proper citations when using another’s works and/or failing to use quotation marks;
- handing in "substantially the same piece of work for academic credit more than once without prior written permission of the course instructor in which the submission occurs.

Plagiarism is a serious offence which cannot be resolved directly with the course’s instructor. The Associate Deans of the Faculty conduct a rigorous investigation, including an interview with the student, when an instructor suspects a piece of work has been plagiarized. Penalties are not trivial. They include a mark of zero for the plagiarized work or a final grade of "F" for the course. The Department’s Style Guide is available at:

<http://www.carleton.ca/polisci/undergrad/Essay%20Style%20Guide.html>

Oral Examination: At the discretion of the instructor, students may be required to pass a brief oral examination on research papers and essays.

Submission and Return of Term Work: Papers must be handed directly to the instructor and will not be date-stamped in the departmental office. Late assignments may be submitted to the drop box in the corridor outside B640 Loeb. Assignments will be retrieved every business day at **4 p.m.**, stamped with that day’s date, and then distributed to the instructor. For essays not returned in class please attach a **stamped, self-addressed envelope** if you wish to have your assignment returned by mail. Please note that assignments sent via fax or email will not be accepted. Final exams are intended solely for the purpose of evaluation and will not be returned.

Approval of final grades: Standing in a course is determined by the course instructor subject to the approval of the Faculty Dean. This means that grades submitted by an instructor may be subject to revision. No grades are final until they have been approved by the Dean.

Course Requirements: Students must fulfill all course requirements in order to achieve a passing grade. Failure to hand in any assignment will result in a grade of F. Failure to write the final exam will result in a grade of ABS. FND (Failure No Deferred) is assigned when a student’s performance is so poor during the term that they cannot pass the course even with 100% on the final examination. In such cases, instructors may use this notation on the Final Grade Report to indicate that a student has already failed the course due to inadequate term work and should not be permitted access to a deferral of the examination. Deferred final exams are available ONLY if the student is in good standing in the course.

Connect Email Accounts: The Department of Political Science only communicates with students via Connect accounts. Important course and University information is also distributed via the Connect email system. It is the student's responsibility to monitor their Connect account.

Carleton Political Science Society: The Carleton Political Science Society (CPSS) has made its mission to provide a social environment for politically inclined students and faculty. Holding social events, debates, and panel discussions, CPSS aims to involve all political science students in the after-hours academic life at Carleton University. Our mandate is to arrange social and academic activities in order to instill a sense of belonging within the Department and the larger University community. Members can benefit through numerous opportunities which will complement both academic and social life at Carleton University. To find out more, please email carletonpss@gmail.com, visit our website at poliscisociety.com, or come to our office in Loeb D688.

Official Course Outline: The course outline posted to the Political Science website is the official course outline.