

Public Administration

- **M.A. Public Administration**
- **Ph.D. Public Policy**
- **Ph.D. Public Policy with Specialization in Political Economy**
- **Graduate Diplomas in Public Policy and Administration**

M.A. Public Administration

About the Program

The M.A. in Public Administration is a professionally-relevant academic degree. It provides a rigorous preparation for careers in public policy and administration, recognizing that those careers may span the public, private and nonprofit sectors. It can also serve as a preparation for subsequent post-graduate education. Through the core and elective courses, the program strengthens the analytical and conceptual skills that address the political, economic, organizational, and normative aspects of public policy issues. The core courses cover material fundamental to the understanding of those issues. The electives enable students to align the program with their own personal or professional interests as defined under one of four concentrations: Policy Analysis; Public Management; Innovation, Science and the Environment; or International and Development.

Academic Regulations

See the General Regulations section of this Calendar.

A grade of B- or higher must normally be obtained in each course credited towards the M.A. degree. A candidate may, with the recommendation of the M.A. Supervisor and the approval of the Dean of the Faculty of Graduate and Postdoctoral Affairs, be allowed a grade of C+ in courses totaling 1.0 credit.

Admission Requirements

Applicants must have an undergraduate or post-graduate degree (or equivalent), with an average of B+ or higher. The level of academic performance and potential demonstrated within the degree is more important than the discipline. Indeed, students enter the program from a wide variety of backgrounds in the social sciences, humanities, sciences and engineering.

The School also considers mid-career applicants who do not satisfy this degree requirement, but who have demonstrated professional excellence over at least five years. Such applicants may use their high achievement in several designated university courses as evidence of their academic potential. These university courses are determined on an individual basis in consultation with the M.A. Supervisor. Contact the School for details.

All applicants must have completed, with a grade of B+ or higher, a 1.0-credit university course covering micro- and macroeconomic theory (ECON 1000 [1.0] or the equivalent) and a 0.5-credit university political science course at the second-year level or higher, dealing

with institutions and processes by which governments legitimize and exercise power, ideally in a Canadian setting (PSCI 2003 or equivalent). A working knowledge of algebra is also expected.

In some cases, applicants may be admitted to the program despite not having completed one of these pre-requisite courses in economics or political science, on the condition that the course be completed (with a grade of B+ or higher) in the first year of the program. Nevertheless it is strongly recommended that students complete the prerequisites before starting the program, to ensure that their progress through the core courses is unimpeded.

Students whose first language is not English, or who have not completed a previous degree at an English speaking university, must demonstrate an adequate command of English by attaining, at least: a TOEFL score of 580 written or 237 CBT (computer-based test); or 86 IBT (internet-based test) with a minimum score in each component (22 in writing, 22 in speaking, 20 in reading, and 20 in listening); or a CAEL score of 70; or an IELTS score of 7.0.

Students may receive advanced standing with transfer of credit for up to 2.5 credits. Advanced standing will be considered only for core courses. It will be determined on an individual basis in consultation with the M.A. Supervisor and the Faculty of Graduate and Postdoctoral Affairs and pursuant to Section 6.1 of the General Regulations section of this Calendar. In general, a grade of B+ or higher is necessary in the equivalent courses in order to receive advanced standing.

Program Requirements

The M.A. in Public Administration is a 7.5- credit program. Students must complete:

1. 3.5 credits of core courses;
2. 2.0 credits from courses in one of the four Concentrations offered by the School; and
3. 2.0 other approved credits.

The seven core courses are listed under A, below. Full-time students normally complete the core courses during their first two semesters of study. Part-time students normally complete the core courses before proceeding to the remainder of the program.

The courses for the four concentrations are listed under B, below.

With respect to the remaining 2.0 approved credits, students may select:

- additional courses in their chosen concentration; and/or
- electives listed under other concentrations; and/or
- graduate courses in other units (with the approval of the M.A. Supervisor); and/or
- a research essay (1.0 credit), a thesis (2.0 credits), or by taking courses from the School's Ph.D. program (with the approval of the M.A. Supervisor).

- All students will graduate with at least one area of concentration, but students may structure their program to satisfy the requirements (at least 2.0 credits) for a second concentration. In this case, each course may count towards only one concentration.
- While there is no formal second language requirement, students planning careers in or with governments in Canada are strongly encouraged to develop facility with French.
- A co-operative education option is available to full-time students in the M.A. program. Students admitted to this option must satisfactorily complete two work terms in order to graduate with a co-op designation on their transcripts and diplomas. These work terms are four months in duration and locate students in government departments or other organizations in order to work at a junior officer level. They provide students with opportunities to integrate the theoretical and practical aspects of public administration. During a work term, students will register in PADM 5913. While on a work term, students are limited to an additional 0.5 credit course. It should be noted that most co-op positions in the federal public service are restricted to Canadian citizens.

A. Core Courses

PADM 5111 [0.5]	Microeconomics for Policy Analysis
PADM 5112 [0.5]	Macroeconomics for Policy Analysis
PADM 5113 [0.5]	Research Methods and Design I
PADM 5114 [0.5]	Research Methods and Design II
PADM 5115 [0.5]	Introduction to State and Society
PADM 5116 [0.5]	Policy Analysis and Contemporary Governance
PADM 5117 [0.5]	Public Management

B. Concentrations

To complete a concentration, students must complete at least four of the courses (2.0 credits) listed as electives for that concentration. A course cross-listed between concentrations qualifies for either concentration but may count toward only one of them.

Policy Analysis Concentration

The Policy Analysis Concentration provides an understanding of approaches to policy analysis in a variety of disciplines, with insights drawn from economics, political science and the policy sciences broadly understood, from Canadian and comparative perspectives. It includes not only courses that focus on the theory, methods, or practice of policy analysis, but also courses that focus on specific policy fields. For clarity, the courses are grouped under these two categories below.

Students are required to take 2.0 credits selected from:

Theory, Methods and Policy Processes

PADM 5211 [0.5]	Intergovernmental Relations
PADM 5212 [0.5]	Civil Society and Public Policy
PADM 5213 [0.5]	Gender and Public Policy
PADM 5214 [0.5]	Budgetary Policy in the Public Sector
PADM 5215 [0.5]	Benefit-Cost Analysis

PADM 5216 [0.5]	Economic Models of Politics and Public Policy
PADM 5217 [0.5]	Applied Microeconomic Policy Analysis
PADM 5218 [0.5]	Analysis of Socio-economic Data
PADM 5219 [0.5]	Advanced Statistical Policy Analysis
PADM 5420 [0.5]	Policy and Program Evaluation

Field Courses

PADM 5220 [0.5]	Regulation and Public Policy
PADM 5221 [0.5]	Health Policy in Canada
PADM 5222 [0.5]	Economics and Health Policy
PADM 5223 [0.5]	Canadian Economic Policy
PADM 5224 [0.5]	Aboriginal Policy
PADM 5225 [0.5]	Trade Policy
PADM 5226 [0.5]	Tax Policy
PADM 5227 [0.5]	Education Policy
PADM 5228 [0.5]	Social Policy
PADM 5229 [0.5]	The Health of Populations
PADM 5272 [0.5]	Policy Seminar (Policy Analysis Concentration)
PADM 5291 [0.5]	Directed Studies (Policy Analysis Concentration)

PADM 5616 [0.5]	Environmental Policy
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Other courses as approved by the M.A. Supervisor

Public Management Concentration

The Public Management Concentration provides an understanding of the institutions and practices of modern states. This includes theoretical and technical approaches to accountability, leadership, implementation and evaluation, fiscal control, ethics, and organizational development and analysis.

Students are required to take 2.0 credits from:

PADM 5411 [0.5]	Organization Theory
PADM 5412 [0.5]	Ethics and Accountability in the Public Sector
PADM 5413 [0.5]	Law of Public Authorities I
PADM 5414 [0.5]	Law of Public Authorities II
PADM 5415 [0.5]	Strategic Management in the Public Sector
PADM 5416 [0.5]	Budgetary Management for the Public Sector
PADM 5417 [0.5]	Principles of Finance
PADM 5418 [0.5]	Human Resources Management
PADM 5419 [0.5]	Industrial Relations and Public Sector Collective Bargaining
PADM 5420 [0.5]	Policy and Program Evaluation
PADM 5421 [0.5]	Globalizing Public Management
PADM 5422 [0.5]	Urban and Local Government
PADM 5423 [0.5]	Third Sector Governance and Management
PADM 5424 [0.5]	Evaluation Cases and Applications
PADM 5472 [0.5]	Policy Seminar (Public Management Concentration)
PADM 5491 [0.5]	Directed Studies (Public Management Concentration)
PADM 5211 [0.5]	Intergovernmental Relations

PADM 5215 [0.5]	Benefit-Cost Analysis
PADM 5814 [0.5]	Program and Project Management

Other courses as approved by the M.A. Supervisor

Innovation, Science and Environment Concentration

The Innovation, Science and Environment Concentration provides an understanding of the problems and opportunities that confront governments, firms and society in making and implementing innovation, science and environment policies in an increasingly knowledge and information-based economy and society.

Students are required to take 2.0 credits from:

PADM 5611 [0.5]	Science and Technology Policies
PADM 5612 [0.5]	Industrial Policy, Innovation and Sustainable Production
PADM 5613 [0.5]	Science, Risk and Evaluation
PADM 5614 [0.5]	Natural Resource Management
PADM 5615 [0.5]	Politics and Policy of Energy in Canada
PADM 5616 [0.5]	Environmental Policy
PADM 5617 [0.5]	Implementing Sustainable Development in Industrialized Countries
PADM 5618 [0.5]	Environmental and Ecological Economics
PADM 5619 [0.5]	Urban Sustainability
PADM 5620 [0.5]	The Science, Politics and Economics of Global Climate Change
PADM 5672 [0.5]	Policy Seminar (Innovation, Science and Environment Concentration)
PADM 5691 [0.5]	Directed Studies (Innovation, Science and Environment Concentration)
PADM 5220 [0.5]	Regulation and Public Policy

Other courses as approved by the M.A. Supervisor

International and Development Concentration

The International and Development Concentration provides an understanding of the problems and opportunities confronting citizens, national administrative systems and policy makers in different types of economies in an increasingly integrated and competitive world.

Students are required to take 2.0 credits from:

PADM 5811 [0.5]	The International Policy Framework
PADM 5812 [0.5]	Governance in Developing Countries
PADM 5813 [0.5]	The Evolution of World Bank/IMF Policy Conditionality
PADM 5814 [0.5]	Program and Project Management
PADM 5815 [0.5]	Civil Society Organizations and Development
PADM 5816 [0.5]	Program Evaluation in Developing Countries
PADM 5817 [0.5]	Health Policy in Developing Countries
PADM 5818 [0.5]	Theories of Development

PADM 5872 [0.5]	Policy Seminar (International and Development Concentration)
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PADM 5891 [0.5]	Directed Studies (International and Development Concentration)
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PADM 5213 [0.5]	Gender and Public Policy
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PADM 5225 [0.5]	Trade Policy
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PADM 5421 [0.5]	Globalizing Public Management
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Other courses as approved by the M.A. Supervisor

Ph.D. Public Policy

About the Program

The Ph.D. focuses on the study of public policy, including its formation, evolution and implementation. The primary focus is on Canada in an international or comparative context, though students interested in research with an explicitly international and comparative perspective will also find the program conducive to their work, depending on the field of specialization chosen. The program is based on the view that multi-disciplinary perspectives are essential to an understanding of the public sector and public policy-making.

The program has two primary objectives:

- to contribute to the advancement of research and teaching of public policy by drawing on various theoretical frameworks, multidisciplinary perspectives, and applied methodologies
- to develop scholars and researchers for positions in universities, private research institutions, and various other public and private organizations

Academic Regulations

See the General Regulations section of this Calendar.

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, as well as a statement of research interests and potential thesis topics.

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 higher in their M.A. work).

A working knowledge of basic calculus is required for completion of the program. Assistance in acquiring these skills is provided by the program. Students requiring additional assistance should consult the Ph.D. Supervisor.

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.

Prerequisites in political science, economics and statistics must be completed prior to entry. Completed courses in political science should be approximately equivalent to

PADM 5115 or PADM 5116. With permission of the Ph.D. Supervisor, this requirement may be done, as a directed study in the summer, prior to registration in the program, under the supervision of faculty in the School. Completed courses in economics should be approximately equivalent to PADM 5111. Equivalent courses may be taken at most universities throughout the academic year. Completed course in statistics should be approximately equivalent to PADM 5114. Applicants should seek advice from the Supervisor of the Ph.D. program about whether particular courses are acceptable as prerequisites.

Students whose first language is not English, or who have not completed a previous degree at an English speaking university, must demonstrate an adequate command of English by attaining, at least: a TOEFL score of 580 written, or 237 CBT (computer-based test), or 86 IBT (internet-based test) with a minimum score in each component (22 in writing, 22 in speaking, 20 in reading, and 20 in listening); or a CAEL score of 70; or an IELTS score of 7.0.

Advanced standing will not normally be granted for any of the required courses described below. If granted, advanced standing will be limited to 1.0 credit.

Program Requirements

Ph.D. Public Policy (10.5 credits)

1. 2.0 credits in:	2.0
PADM 6111 [0.5] Markets, Prices and Government	
PADM 6112 [0.5] Policy Institutions and Processes	
PADM 6113 [0.5] Public Policy Analysis	
PADM 6114 [0.5] Foundations of Policy Analysis	
A GPA of 9.0 (B+) or better overall must be obtained in these courses before proceeding to the comprehensive examination	
See Note 1, below	
2. 0.5 credit in:	0.5
PADM 6200 [0.5] Doctoral Research Seminar	
3. 1.0 credit in an area of specialization beyond the public policy foundations covered in the core courses. See Note 1, below	1.0
4. 0.5 credit in:	0.5
PADM 6900 [0.5] Ph.D. Comprehensive Examination (See Note 2, below)	
5. Public defence of a written thesis proposal	
6. 6.5 credits in:	6.5
PADM 6909 [6.5] Ph.D. Thesis (See Note 3, below)	
7. Language requirement	
See Note 4, below	
Total Credits	10.5

Notes

- Course components:** courses will normally be taken in the first year. Courses taken in the area of specialization will be chosen by the student after consultation with, and approval by, the student's academic supervisor and the Ph.D. supervisor. The fields of specialization are: Public Management; Policy Analysis; Innovation, Science, and Environment; Health and Social Policy; International and Development Policy. These courses

will normally be graduate courses offered by the School or by the Departments of Political Science and Economics, or directed studies (PADM 6901 and PADM 6902). However, other courses may 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 courses.

- Comprehensive Examinations:** students will write a comprehensive examination, normally in the summer term of the first year. This examination will focus on the area of specialization (including the Collaborative Ph.D. in Political Economy) they chose in conjunction with the two elective courses. In addition to those courses, each comprehensive examination will have a supplementary reading list. At the discretion of the examining board, a candidate whose performance is not fully satisfactory may be asked to take an oral examination or a second written examination. A GPA of 9.0 (B+) or higher overall must be obtained in the required courses before proceeding to the comprehensive examination.
- 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 Policy and Administration. Under normal circumstances, the proposal must be defended by the end of the spring term of the second year of full-time registration. 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:** Students will be required to demonstrate a reading knowledge of French. Another language may be substituted for French, if it is relevant to the thesis.

Graduate Diplomas in Public Policy and Administration

About the Program

The Graduate Diplomas serve the needs for continuous learning by working professionals who seek to strengthen or broaden their conceptual and technical skills in particular areas relevant to public policy and administration. Those areas are: Health Policy; Public Management; Public Policy and Program Evaluation; and Sustainable Development.

Academic Regulations

See the General Regulations section of this Calendar.

All candidates are required to obtain a grade of B- or higher in each course in the program.

Admission Requirements

Applicants must have a bachelor's degree (or equivalent). Normally, an average of B+ or higher is required for admission.

Students taking PADM 5111 or PADM 5112 must have completed a 1.0-credit university course covering micro- and macroeconomic theory (ECON 1000 or the equivalent).

Students taking PADM 5116 or PADM 5117 must have completed a 0.5-credit university political science course at the second-year level or higher dealing with the institutions and processes by which governments legitimize and exercise power, ideally in a Canadian setting (PSCI 2003 or equivalent). Several years of relevant professional experience in the public sector may be considered as equivalent to this prerequisite.

Students whose first language is not English, or who have not completed a previous degree at an English speaking university, must demonstrate an adequate command of English by attaining, at least: a TOEFL score of 580 written, or 237 CBT (computer-based test), or 86 IBT (internet-based test) with a minimum score in each component (22 in writing, 22 in speaking, 20 in reading, and 20 in listening); or a CAEL score of 70; or an IELTS score of 7.0.

Students may receive advanced standing without transfer of credit for up to 1.5 credits. Advanced standing will be considered only for required courses. It will be determined on an individual basis in consultation with the Diploma Supervisor and the Faculty of Graduate and Postdoctoral Affairs and pursuant to Section 6.1 of the General Regulations section of this Calendar. In general, a grade of B+ or higher is necessary in the equivalent courses in order to receive advanced standing.

Note: students in the Diploma programs are not eligible to receive university funding.

Program Requirements

Each of the Diplomas comprises 3.0 credits. The composition of the required and elective courses varies by specialization, as outlined below. The Diplomas are designed to be completed in two years while working full-time, although students may take the program on either a part-time or full-time basis.

Graduate Diploma in Public Policy and Program Evaluation (3.0 credits)

1. 2.0 credits in required courses	2.0
PADM 5113 [0.5] Research Methods and Design I	
PADM 5114 [0.5] Research Methods and Design II	
PADM 5420 [0.5] Policy and Program Evaluation	
PADM 5424 [0.5] Evaluation Cases and Applications	
2. 1.0 credit in electives approved by the DPE Supervisor	1.0
Total Credits	3.0

The Diploma in Public Policy and Program Evaluation is designed to be completed in fourteen months or eighteen months, while working full-time. Students may complete the program in one of two ways:

- Option 1 (fourteen months): Fall Term Full-time (1.0 credit), Winter Term Full-time (1.0 credit), Summer Term Part-time (0.5 credit), Fall Term Part-time (0.5 credit);

- Option 2 (eighteen months): Fall Term Full-time (1.0 credit), Winter Term Part-time (0.5 credit), Summer Term Part-time (0.5 credit), Fall Term Part-time (0.5 credit), Winter Term Part-time (0.5 credit).

Students must complete four courses (including three required) before registering in PADM 5424 [0.5 credit] Evaluation Cases and Applications.

Graduate Diploma in Public Management (3.0 credits)

1. 0.5 credit in required course	0.5
PADM 5117 [0.5] Public Management	
2. 2.5 credits in electives from the following list	2.5
PADM 5411 [0.5] Organization Theory	
PADM 5412 [0.5] Ethics and Accountability in the Public Sector	
PADM 5413 [0.5] Law of Public Authorities I	
PADM 5414 [0.5] Law of Public Authorities II	
PADM 5415 [0.5] Strategic Management in the Public Sector	
PADM 5416 [0.5] Budgetary Management for the Public Sector	
PADM 5417 [0.5] Principles of Finance	
PADM 5418 [0.5] Human Resources Management	
PADM 5419 [0.5] Industrial Relations and Public Sector Collective Bargaining	
PADM 5420 [0.5] Policy and Program Evaluation	
PADM 5421 [0.5] Globalizing Public Management	
PADM 5422 [0.5] Urban and Local Government	
PADM 5423 [0.5] Third Sector Governance and Management	
PADM 5472 [0.5] Policy Seminar (Public Management Concentration)	

Other PADM courses as approved by the M.A. Supervisor

Total Credits **3.0**

Graduate Diploma in Sustainable Development (3.0 credits)

1. 0.5 credit in required course	0.5
PADM 5112 [0.5] Macroeconomics for Policy Analysis	
2. 2.5 credits electives from the following list	2.5
PADM 5611 [0.5] Science and Technology Policies	
PADM 5612 [0.5] Industrial Policy, Innovation and Sustainable Production	
PADM 5613 [0.5] Science, Risk and Evaluation	
PADM 5614 [0.5] Natural Resource Management	
PADM 5615 [0.5] Politics and Policy of Energy in Canada	
PADM 5616 [0.5] Environmental Policy	
PADM 5617 [0.5] Implementing Sustainable Development in Industrialized Countries	
PADM 5618 [0.5] Environmental and Ecological Economics	
PADM 5619 [0.5] Urban Sustainability	
PADM 5620 [0.5] The Science, Politics and Economics of Global Climate Change	
PADM 5672 [0.5] Policy Seminar (Innovation, Science and Environment Concentration)	

PADM 5220 [0.5]	Regulation and Public Policy	
Other PADM courses as approved by the M.A. Supervisor		
Total Credits		3.0

Graduate Diploma in Health Policy (3.0 credits)

1. 1.0 credit in required courses		1.0
PADM 5111 [0.5]	Microeconomics for Policy Analysis	
PADM 5116 [0.5]	Policy Analysis and Contemporary Governance	
2. 1.5 credits in electives from the following list		1.5
PADM 5221 [0.5]	Health Policy in Canada	
PADM 5222 [0.5]	Economics and Health Policy	
PADM 5229 [0.5]	The Health of Populations	
PADM 5817 [0.5]	Health Policy in Developing Countries	
3. 0.5 credit in other PADM courses as approved by the M.A. Supervisor		0.5
Total Credits		3.0

Public Administration (PADM) Courses

PADM 5111 [0.5 credit]

Microeconomics for Policy Analysis

Key concepts in microeconomic theory and their application to public policy. Topics may include incentives, rational choice theory, market structure, welfare economics, and strategic behaviour.

Precludes additional credit for PADM 5203.

Prerequisite(s): ECON 1000 or equivalent.

PADM 5112 [0.5 credit]

Macroeconomics for Policy Analysis

Theoretical foundations and current policy debates concerning economic growth and sustainable development, globalization and the open economy, stabilization policy, and fiscal and monetary policy are analyzed in the Canadian and international context.

Precludes additional credit for PADM 5202.

Prerequisite(s): ECON 1000 or equivalent.

PADM 5113 [0.5 credit]

Research Methods and Design I

Methods used in qualitative policy research. Topics may include the formulation of research problems, research design and techniques for collecting and managing evidence, and the role of qualitative research in the analysis of public policies and programs.

Precludes additional credit for PADM 5603.

PADM 5114 [0.5 credit]

Research Methods and Design II

Descriptive statistics, probability theory and sampling distributions, hypothesis testing of quantitative and qualitative population parameters, and regression analysis.

Precludes additional credit for PADM 5501.

PADM 5115 [0.5 credit]

Introduction to State and Society

Classic and contemporary debates about the relationship between the state, society, and economy. The development of the state, and changing conceptions of citizenship, democracy, and nationalism as well as the state's role in the post-WWII international order and the challenges of globalization.

Precludes additional credit for PADM 5607.

PADM 5116 [0.5 credit]

Policy Analysis and Contemporary Governance

Policy analysis and policy processes, emphasizing the contemporary context and challenges facing decision makers. Selected policy issues.

Precludes additional credit for PADM 5608.

Prerequisite(s): PSCI 2003 or equivalent.

PADM 5117 [0.5 credit]

Public Management

Principles and processes of public-sector management as they function through cabinet-parliamentary government, federalism, the public service bureaucracy and the judiciary. Institutional reforms and changes in the philosophy of public sector management.

Precludes additional credit for PADM 5000.

Prerequisite(s): PSCI 2003 or equivalent.

PADM 5211 [0.5 credit]

Intergovernmental Relations

Major cost-sharing and fiscal transfer agreements.

The intergovernmental mechanisms for policy and administrative coordination in selected policy fields.

Precludes additional credit for PADM 5003.

PADM 5212 [0.5 credit]

Civil Society and Public Policy

The influence of various interests, social movements, voluntary organizations and citizens in the policy process in a Canadian and comparative context.

PADM 5213 [0.5 credit]

Gender and Public Policy

The impact of public policy on gender relations and how gender relations shape policy. Topics covered may include gender inequalities in earnings and employment, macroeconomic policy, gender and development, and gender-based analysis.

Precludes additional credit for PADM 4701 and PADM 5701.

Also offered at the undergraduate level, with different requirements, as PADM 4213, for which additional credit is precluded.

PADM 5214 [0.5 credit]**Budgetary Policy in the Public Sector**

Selected aspects of the expenditure and revenue budget and budgetary process at all levels of government. Critical review of actual budgets and budgetary processes.

Precludes additional credit for PADM 5103.

Also offered at the undergraduate level, with different requirements, as PADM 4214, for which additional credit is precluded.

PADM 5215 [0.5 credit]**Benefit-Cost Analysis**

Benefit-cost analysis and its application to public-sector investment, pricing policy, discount rates, marginal cost and shadow pricing, and the handling of risk and uncertainty.

Precludes additional credit for PADM 5200.

Prerequisite(s): PADM 5111 or equivalent.

PADM 5216 [0.5 credit]**Economic Models of Politics and Public Policy**

Microfoundations of collective action, majority rule, political institutions and bureaucracy. Applications to various issues in Canadian and international public policy.

Precludes additional credit for PADM 5609.

Prerequisite(s): PADM 5111 or equivalent.

PADM 5217 [0.5 credit]**Applied Microeconomic Policy Analysis**

Microeconomic theory applied to public policy problems and issues.

Precludes additional credit for PADM 5204.

Prerequisite(s): PADM 5111 or equivalent.

PADM 5218 [0.5 credit]**Analysis of Socio-economic Data**

Correlation and regression analyses to test hypotheses about the relationships between socio-economic variables.

Precludes additional credit for PADM 5502.

Prerequisite(s): PADM 5114 or equivalent.

PADM 5219 [0.5 credit]**Advanced Statistical Policy Analysis**

Econometric research on selected policy issues using selected econometric techniques.

Precludes additional credit for PADM 5705.

Prerequisite(s): PADM 5218 or equivalent.

PADM 5220 [0.5 credit]**Regulation and Public Policy**

Political, economic, legal, and organizational theories of regulation in the Canadian and comparative context.

Processes and consequences of regulatory practice in selected Canadian public policy fields.

Precludes additional credit for PADM 5002.

Also offered at the undergraduate level, with different requirements, as PADM 4220, for which additional credit is precluded.

PADM 5221 [0.5 credit]**Health Policy in Canada**

Canadian health policies and programs set in a comparative political-economic and institutional context.

Precludes additional credit for PADM 4009 and PADM 5009.

Also offered at the undergraduate level, with different requirements, as PADM 4221, for which additional credit is precluded.

PADM 5222 [0.5 credit]**Economics and Health Policy**

This course applies microeconomic theory to a discussion of health policy. Focus on issues of particular interest to a student of Canadian health care policy.

Prerequisite(s): PADM 5111 or equivalent.

PADM 5223 [0.5 credit]**Canadian Economic Policy**

Overview of Canadian economic development and how it has been affected by governments. Topics may be drawn from monetary, fiscal, industrial, trade, labour market or competition policies, viewed in contemporary and historical contexts.

Precludes additional credit for PADM 5205.

Prerequisite(s): PADM 5112 or equivalent.

PADM 5224 [0.5 credit]**Aboriginal Policy**

Canadian policies and programs on aboriginal peoples and aboriginal peoples' own policies as nations set in a comparative political-economic and institutional context.

Precludes additional credit for PADM 4806 and PADM 5806.

Also offered at the undergraduate level, with different requirements, as PADM 4224, for which additional credit is precluded.

PADM 5225 [0.5 credit]**Trade Policy**

Canadian multilateral and regional trade policies and programs set in a comparative political-economic and institutional context.

Precludes additional credit for PADM 4807 and PADM 5807.

Prerequisite(s): PADM 5111 or equivalent.

Also offered at the undergraduate level, with different requirements, as PADM 4225, for which additional credit is precluded.

PADM 5226 [0.5 credit]**Tax Policy**

Canadian tax policies set in a comparative political-economic and institutional context.

Precludes additional credit for PADM 4509 and PADM 5509.

Prerequisite(s): PADM 5111 or equivalent.

Also offered at the undergraduate level, with different requirements, as PADM 4226, for which additional credit is precluded.

PADM 5227 [0.5 credit]**Education Policy**

Canadian policies and programs on education set in a comparative political-economic and institutional context. Precludes additional credit for PADM 4809 and PADM 5809.

Also offered at the undergraduate level, with different requirements, as PADM 4227, for which additional credit is precluded.

PADM 5228 [0.5 credit]**Social Policy**

The nature and historical development of social programs in capitalist countries, with particular focus on Canada.

The course will concentrate on developing a critical understanding of the social forces shaping these programs.

Precludes additional credit for PADM 4604 and PADM 5604.

Also offered at the undergraduate level, with different requirements, as PADM 4228, for which additional credit is precluded.

PADM 5229 [0.5 credit]**The Health of Populations**

Assessment of the medical model, and perspectives on the social and economic determinants of health, population health, and community health. The health of particular groups in Canada (e.g., women, Aboriginal peoples). International comparisons will be made.

PADM 5272 [0.5 credit]**Policy Seminar (Policy Analysis Concentration)**

One or more selected policy areas or specialized aspects of policy analysis. The policy field or topic will change each year.

PADM 5291 [0.5 credit]**Directed Studies (Policy Analysis Concentration)**

A tutorial or directed reading course on selected subjects related to policy analysis.

PADM 5411 [0.5 credit]**Organization Theory**

Focusing on major theoretical approaches to organizations, the course develops practical insights into issues such as organizational design, leadership, technology, culture and diversity, motivation and power. It applies these insights to organizations in both the public and private sectors in a variety of national contexts.

Precludes additional credit for PADM 5300.

PADM 5412 [0.5 credit]**Ethics and Accountability in the Public Sector**

Philosophy, principles and values that have shaped Canada's framework of public sector ethics and accountability. The relationship between ethics, accountability and good governance and the reforms designed to limit unethical behaviour and strengthen accountability.

Precludes additional credit for PADM 4703.

Also offered at the undergraduate level, with different requirements, as PADM 4412, for which additional credit is precluded.

PADM 5413 [0.5 credit]**Law of Public Authorities I**

The legal environment of Canadian public administration, Canadian law, institutions and processes. Canadian legal history, adversarial adjudicative procedures, delegation of powers to public authorities, procedural justice in government decision making, and controls on public authorities and enforcement of ethics.

Precludes additional credit for PADM 5306.

PADM 5414 [0.5 credit]**Law of Public Authorities II**

Characteristics and selected problems of control of administrative action. Topics may include: varieties of constitutional, legal and judicial control, impact of the Charter, reforms to administrative law control systems in Canada, and comparisons with developments outside Canada.

Precludes additional credit for LAWS 4507 and PADM 5307.

Prerequisite(s): PADM 5413.

PADM 5415 [0.5 credit]**Strategic Management in the Public Sector**

Key concepts, principles and tools of strategic management, and their use in planning and policy implementation in the public sector. Reviews critical perspectives and cases in order to identify some of the limitations of strategic management.

PADM 5416 [0.5 credit]**Budgetary Management for the Public Sector**

Theory and practice of budgeting in the public sector. From a management perspective, the course focuses on the objectives, methods and systems for the control and reporting of expenditures.

PADM 5417 [0.5 credit]**Principles of Finance**

The use of financial assets to obtain funds, evaluative criteria to compare alternative uses of funds, and derivative contracts to manage risk. Public sector applications of these practices are emphasized.

Precludes additional credit for PADM 5101.

PADM 5418 [0.5 credit]**Human Resources Management**

The field of human resources management including the roles of human resource departments, employee motivation, staffing, compensation, benefits, training and development and employee relations.

Precludes additional credit for PADM 5801.

PADM 5419 [0.5 credit]**Industrial Relations and Public Sector Collective Bargaining**

The basic concepts of industrial relations, with respect to both public and private sector employees and organizations.

Precludes additional credit for PADM 5804.

PADM 5420 [0.5 credit]**Policy and Program Evaluation**

Selected concepts, issues, and processes in applied governmental planning and evaluation, utilizing both Canadian and comparative experiences.

Precludes additional credit for PADM 5602.

PADM 5421 [0.5 credit]**Globalizing Public Management**

Public sector reform has swept the developed and developing world in the last two decades. The dynamics of this global movement, the models exported and adopted, and the success and failure of these exports.

PADM 5422 [0.5 credit]**Urban and Local Government**

The role of municipal government in the context of Canadian federalism. Current economic, political and social trends affecting Canada's major urban centres including growth, amalgamation, fiscal reform, immigration, housing, community engagement, and sustainable development.

Precludes additional credit for PADM 5106.

PADM 5423 [0.5 credit]**Third Sector Governance and Management**

Governance and management of voluntary/nonprofit organizations and their role in democracy, public policy, and service delivery.

Precludes additional credit for PADM 5109.

PADM 5424 [0.5 credit]**Evaluation Cases and Applications**

Selected case studies and emerging theories and issues in the development, design, management and implementation of policy and program evaluation.

Prerequisite(s): PADM 5420.

PADM 5472 [0.5 credit]**Policy Seminar (Public Management Concentration)**

One or more selected policy areas or specialized aspects of public management. The policy field or topic will change each year.

PADM 5491 [0.5 credit]**Directed Studies (Public Management Concentration)**

A tutorial or directed reading course on selected subjects related to public management.

PADM 5510 [0.5 credit]**Energy Economics**

Micro- and macroeconomic concepts and techniques applied to such topics as international energy markets, energy production, and energy consumption.

PADM 5511 [0.5 credit]**Energy Management**

The fundamentals of energy management, focusing on current practices in both private and public sector organizations.

PADM 5512 [0.5 credit]**International Politics of Sustainable Energy**

Recent historical and contemporary developments in the role of energy in inter- and intranational relations, involving such topics as Canada/US relations, the international political economy of oil, energy security, and climate change.

PADM 5515 [0.5 credit]**Sustainable Energy Policy**

The institutions involved in energy policy, the processes through which policy is made, and the substantive energy-related issues currently preoccupying policy makers.

Precludes additional credit for PADM 5615.

PADM 5572 [0.5 credit]**Policy Seminar (Sustainable Energy)**

One or more selected topics or specialized aspects of sustainable energy policy. The topic will change each year.

PADM 5611 [0.5 credit]**Science and Technology Policies**

Theory and practice regarding governmental policies for science and technology, and the use of scientific knowledge in the policy and regulatory processes of government. Concerns regarding the ethical issues and the transparency of science in government.

Precludes additional credit for PADM 5400.

Also offered at the undergraduate level, with different requirements, as PADM 4611, for which additional credit is precluded.

PADM 5612 [0.5 credit]**Industrial Policy, Innovation and Sustainable Production**

Sustainable production theory and key drivers, barriers and opportunities influencing innovation in industrial systems and processes. The relationship of public policies and industry practices are explored in a number of sectors.

Precludes additional credit for PADM 4600 and PADM 5600.

Also offered at the undergraduate level, with different requirements, as PADM 4612, for which additional credit is precluded.

PADM 5613 [0.5 credit]**Science, Risk and Evaluation**

Risk-benefit theories and practices and related issues in the evaluation of science and technology; how they are handled in applied regulatory and policy institutions in selected sectors (e.g. pesticides; health protection; biotechnology).

Precludes additional credit for PADM 5403.

PADM 5614 [0.5 credit]**Natural Resource Management**

Governance and management of natural resources from a Canadian and international perspective. The use of various management instruments, regulatory approaches and community-based and co-management institutions are evaluated with evidence from several case studies from around the world.

PADM 5615 [0.5 credit]**Politics and Policy of Energy in Canada**

Dilemmas associated with energy policy in Canada. Economic, social and environmental dimensions of energy decision making; Canadian issues within the context of a changing international scene and long term energy transitions.

Precludes additional credit for PADM 5515.

Also offered at the undergraduate level, with different requirements, as PADM 4615, for which additional credit is precluded.

PADM 5616 [0.5 credit]**Environmental Policy**

Canadian environmental policies and programs set in a comparative political-economic and institutional context. Precludes additional credit for PADM 4008 and PADM 5008.

Also offered at the undergraduate level, with different requirements, as PADM 4616, for which additional credit is precluded.

PADM 5617 [0.5 credit]**Implementing Sustainable Development in Industrialized Countries**

Genesis and evolution of the idea of sustainable development and the ways in which it is influencing public policy and public sector structures and processes. Canada's performance in implementing sustainable development will be assessed in comparison with other industrialized countries.

PADM 5618 [0.5 credit]**Environmental and Ecological Economics**

Environmental and ecological economics with applications to public policy and environmental management issues. Concepts of sustainability, non-market valuation and ecological stability, the determination of environmental targets, and the use of policy instruments, incentives and emissions markets.

Prerequisite(s): PADM 5111 or equivalent.

PADM 5619 [0.5 credit]**Urban Sustainability**

Impact of economic growth and social change on cities and their attempts to forge sustainable growth. Incorporating political and fiscal issues, the focus is on 'smart growth' policies and initiatives in areas such as environmental control, transport, land use, housing and infrastructure.

PADM 5620 [0.5 credit]**The Science, Politics and Economics of Global Climate Change**

Scientific issues at the core of climate change and the domestic and international policy responses. Various environmental, economic, and political implications for both the developed and developing worlds and for the various regions of Canada.

PADM 5672 [0.5 credit]**Policy Seminar (Innovation, Science and Environment Concentration)**

One or more selected policy areas and topics related to innovation, science and environment. The topic will change each year.

PADM 5691 [0.5 credit]**Directed Studies (Innovation, Science and Environment Concentration)**

A tutorial or directed reading course on selected subjects related to innovation, science and the environment.

PADM 5702 [0.5 credit]**Policy Seminars****PADM 5811 [0.5 credit]****The International Policy Framework**

The evolution of the main international rules and institutions governing the economic relationships among nation states, with emphasis on the changing roles of the Bretton Woods institutions (IMF, World Bank, GATT/WTO).

Precludes additional credit for PADM 5001.

PADM 5812 [0.5 credit]**Governance in Developing Countries**

The roles of the state and civil society in the governance of developing countries in the context of public sector reform and globalization.

PADM 5813 [0.5 credit]**The Evolution of World Bank/IMF Policy Conditionality**

The changing nature of World Bank/IMF policy conditionality with emphasis on the period since the onset of the 1982 debt crisis.

Precludes additional credit for PADM 5808.

PADM 5814 [0.5 credit]**Program and Project Management**

The context, critical issues and methods relating to the planning and implementation of development programs and projects.

Precludes additional credit for PADM 5107.

PADM 5815 [0.5 credit]**Civil Society Organizations and Development**

The context, roles, structures and strategies of nongovernmental organizations in the development process at the global, national and local levels. The role of development aid and NGOs is considered. Also listed as IDMG 5615.

PADM 5816 [0.5 credit]**Program Evaluation in Developing Countries**

The context, critical issues and methods relating to the evaluation of development interventions. Also listed as IDMG 5616. Prerequisite(s): PADM 5114 or equivalent.

PADM 5817 [0.5 credit]**Health Policy in Developing Countries**

Debates regarding health policy in the developing world, in the context of the global health sector reform movement, trade and intellectual property regimes, and strategies of corporate and NGO actors. Issues of gender, class and the determinants of health. Also listed as IDMG 5617. Also offered at the undergraduate level, with different requirements, as PADM 4817, for which additional credit is precluded.

PADM 5818 [0.5 credit]**Theories of Development**

A survey of the theories and evidence to explain processes of growth and development, and their unevenness, in low-income countries and transition economies. Precludes additional credit for INAF 5007.

PADM 5872 [0.5 credit]**Policy Seminar (International and Development Concentration)**

One or more selected policy areas and topics related to policy and administration in the international and development context. The topic will change each year.

PADM 5891 [0.5 credit]**Directed Studies (International and Development Concentration)**

A tutorial or directed reading course on selected subjects related to international and development issues.

PADM 5908 [1.0 credit]**Research Essay****PADM 5909 [2.0 credits]****M.A. Thesis****PADM 5913 [0.0 credit]****Co-operative Work Term**

Prerequisite(s): registration in the Co-operative Education Option of the M.A. program and permission of the Co-op Supervisor.

PADM 6111 [0.5 credit]**Markets, Prices and Government**

The contributions and limitations of microeconomic theory for analyzing the behaviour of public and private decision makers. Issues include different forms of market failure, and different understandings of the appropriate role of government in addressing them. Precludes additional credit for PADM 6008 and PADM 6102.

PADM 6112 [0.5 credit]**Policy Institutions and Processes**

Economic and political science approaches to the role of ideas, interests and institutions in the public policy process and instrument choice. Topics may include policy paradigms and political culture, interest groups, theories of state formation, behaviour of bureaucracies and legislative institutions. Precludes additional credit for PADM 6005, PADM 6007 and PADM 6105.

PADM 6113 [0.5 credit]**Public Policy Analysis**

The application of economic and political science approaches to public policy analysis in Canadian and comparative settings. The policy fields examined may include social welfare and labour market policy, tax and trade policy, science policy and environment policy. Precludes additional credit for PADM 6004, PADM 6009 and PADM 6106.

PADM 6114 [0.5 credit]**Foundations of Policy Analysis**

Assessment and comparison of key theoretical traditions in explaining and analyzing public policy.

PADM 6200 [0.5 credit]**Doctoral Research Seminar**

Issues in developing research proposals and conducting public policy research; includes research presentations by senior doctoral students and faculty. Required for second-year doctoral students who present their thesis proposals. Issues surrounding quantitative or qualitative methods in public policy analysis may be discussed. Graded Pass/Fail.

PADM 6900 [0.5 credit]**Ph.D. Comprehensive Examination**

Ph.D. preparation for the comprehensive examination. The grade to be awarded will be that obtained on the comprehensive examination.

PADM 6901 [0.5 credit]**Ph.D. Specialization Tutorial**

A Ph.D. tutorial covering advanced theory and research in an area of specialization generally related to public policy. Specific topics will be selected in consultation with, and must be approved by, the academic supervisor and Ph.D. co-ordinator.

PADM 6902 [0.5 credit]**Ph.D. Specialization Tutorial**

A Ph.D. tutorial covering advanced theory and research in an area of specialization generally related to public policy. Specific topics will be selected in consultation with, and must be approved by, the academic supervisor and Ph.D. co-ordinator.

PADM 6909 [6.5 credits]**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 sciences departments, schools, and institutes.

Summer session: some of the courses listed in this Calendar are offered during the summer. Hours and scheduling for summer session courses will differ significantly from those reported in the fall/winter Calendar. To determine the scheduling and hours for summer session classes, consult the class schedule at central.carleton.ca

Not all courses listed are offered in a given year. For an up-to-date statement of course offerings for the current session and to determine the term of offering, consult the class schedule at central.carleton.ca