

Public Policy and Administration

This section presents the requirements for programs in:

- **Master of Public Policy and Administration**
- **Master of Public Policy and Administration with Concentration in Indigenous Policy and Administration**
- **Ph.D. Public Policy**
- **Ph.D. Public Policy with Specialization in Political Economy**
- **Graduate Diploma in Indigenous Policy and Administration**
- **Graduate Diploma in Public Policy and Program Evaluation**

Program Requirements

Master of Public Policy and Administration (7.0 credits)

Requirements - Standard Admission (7.0 credits)

1. 5.0 credits in core courses:	5.0
PADM 5120 [0.5]	Modern Challenges to Governance
PADM 5121 [0.5]	Policy Analysis: The Practical Art of Change
PADM 5122 [0.5]	Public Management: Principles and Approaches
PADM 5123 [0.5]	Public Management in Practice
PADM 5124 [0.5]	Law and Ethics
PADM 5125 [0.5]	Qualitative Methods for Public Policy
PADM 5126 [0.5]	Quantitative Methods for Public Policy
PADM 5127 [0.5]	Microeconomics for Policy Analysis
PADM 5128 [0.5]	Macroeconomics for Policy Analysis
PADM 5129 [0.5]	Capstone Course
2. 2.0 credits in approved elective courses, listed below	2.0
Total Credits	7.0

Master of Public Policy and Administration (Advanced Completion Option - 5.0 credits)

Requirements - Advanced Completion Option (5.0 credits)(See Note, below)

1. 3.0 credits in core courses from:	3.0
PADM 5120 [0.5]	Modern Challenges to Governance
PADM 5121 [0.5]	Policy Analysis: The Practical Art of Change
PADM 5122 [0.5]	Public Management: Principles and Approaches
PADM 5123 [0.5]	Public Management in Practice
PADM 5124 [0.5]	Law and Ethics
PADM 5125 [0.5]	Qualitative Methods for Public Policy
PADM 5126 [0.5]	Quantitative Methods for Public Policy
PADM 5127 [0.5]	Microeconomics for Policy Analysis

PADM 5128 [0.5] Macroeconomics for Policy Analysis

PADM 5129 [0.5] Capstone Course

2. 2.0 credits in approved elective courses, listed below 2.0

Note:

Additional credits may be required, as specified on offer of admission.

Total Credits 5.0

Full-time students normally focus on the core courses during their first two semesters of study, and complete the core in the fall of second year. Part-time students normally complete the core courses before proceeding to the remainder of the program. Students are encouraged to focus their approved electives within particular clusters of courses (See School website for details).

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.

Co-operative Education

A co-operative education option is available to full-time students in the M.P.P.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, which does not count towards the program requirements. 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.

Approved Elective Courses

PADM 5000-level courses

PADM 6000-level courses (with approval of the M.P.P.A. Supervisor)

PADM 5908 [1.0] Research Essay

PADM 5909 [2.0] M.P.P.A. Thesis

Graduate level courses from other disciplines at Carleton University (with approval of the M.P.P.A. Supervisor)

Graduate-level courses from other universities (with approval of the M.P.P.A. Supervisor)

Master of Public Policy and Administration with Concentration in Indigenous Policy and Administration (7.0 credits)

To complete the M.P.P.A. program with a concentration in Indigenous Policy and Administration, students should notify the M.P.P.A. Supervisor normally during the first two semesters of the program.

Requirements:

1. 5.0 credits in core courses:	5.0
PADM 5120 [0.5]	Modern Challenges to Governance

PADM 5121 [0.5]	Policy Analysis: The Practical Art of Change	
PADM 5122 [0.5]	Public Management: Principles and Approaches	
PADM 5123 [0.5]	Public Management in Practice	
PADM 5124 [0.5]	Law and Ethics	
PADM 5125 [0.5]	Qualitative Methods for Public Policy	
PADM 5126 [0.5]	Quantitative Methods for Public Policy	
PADM 5127 [0.5]	Microeconomics for Policy Analysis	
PADM 5128 [0.5]	Macroeconomics for Policy Analysis	
PADM 5129 [0.5]	Capstone Course	
2. 2.0 credits from:		2.0
PADM 5711 [0.5]	Indigenous-Canada Relations: Governance and Policy History	
PADM 5712 [0.5]	Issues in Contemporary Governance: First Nations, Métis and Inuit	
PADM 5713 [0.5]	Leadership and Management in Indigenous Organizations and Governments	
PADM 5714 [0.5]	Financial Management in First Nations, Métis and Inuit Governments and Organizations	
PADM 5715 [0.5]	Policy Research and Evaluation for Indigenous Policy and Administration	
PADM 5716 [0.5]	Economic and Community Development in Indigenous Territories	
PADM 5717 [0.5]	Aboriginal Peoples and Canadian Law	
PADM 5718 [0.5]	Indigenous People and Urban Policy and Administration	
PADM 5719 [0.5]	Aboriginal Health and Social Policy	
PADM 5772 [0.5]	Policy Seminar (Indigenous Policy and Administration)	
Total Credits		7.0

Ph.D. Public Policy (10.5 credits)

Requirements:

1. 2.0 credits in:		2.0
PADM 6010 [0.5]	Current Issues in Public Policy	
PADM 6011 [0.5]	Theoretical Foundations of Public Policy	
PADM 6012 [0.5]	Policy Process and Institutions	
PADM 6013 [0.5]	Research Design for Public Policy	
2. 0.5 credit in research methods, such as PADM 5218 or another research methods course at the 5000 or 6000 level. (See Note 1, below.)		0.5
3. 1.0 credit in an area of specialization. (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. 0.5 credit in:		0.5
PADM 6201 [0.5]	Doctoral Research Seminar (See Note 3, below.)	
6. Public defence of a written thesis proposal		

7. 6.0 credits in:		6.0
PADM 6909 [6.0]	Ph.D. Thesis (See Note 4, below.)	
8. Language requirement (See Note 5, below.)		
Total Credits		10.5

Ph.D. Public Policy with Specialization in Political Economy (10.5 credits)

Requirements:

1. 2.0 credits in:		2.0
PADM 6010 [0.5]	Current Issues in Public Policy	
PADM 6011 [0.5]	Theoretical Foundations of Public Policy	
PADM 6012 [0.5]	Policy Process and Institutions	
PADM 6013 [0.5]	Research Design for Public Policy	
2. 0.5 credit in research methods, such as PADM 5218 or another research methods course at the 5000 or 6000 level (See Note 1, below)		0.5
3. 0.5 credit in:		0.5
PECO 6000 [0.5]	Political Economy: Core Concepts	
4. 0.5 credit in:		0.5
A relevant political economy course from the approved list.		
5. 0.5 credit in:		0.5
PADM 6900 [0.5]	Ph.D. Comprehensive Examination (See Note 2, below)	
6. 0.5 credit in:		0.5
PADM 6201 [0.5]	Doctoral Research Seminar (See Note 3, below)	
7. Public defence of a written thesis proposal		
8. 6.0 credits in:		6.0
PADM 6909 [6.0]	Ph.D. Thesis	
9. Language requirement (See Note 5, below)		
Total Credits		10.5

Notes

- Course components:** The four required courses PADM 6010, PADM 6011, PADM 6012, and PADM 6013 will normally be taken in the first year of full-time study. The research methods course and specialization courses must be chosen by the student after consultation with, and approval by, the student's thesis supervisor and the Ph.D. Program Supervisor. Graduate courses offered by the School or by other university departments may be approved. When necessary, students must arrange formal permission from the relevant department for admission to courses.
- Comprehensive Examination:** Students will write a Comprehensive Examination, normally in the summer term of the first year, after they have successfully completed each of the four required courses PADM 6010, PADM 6011, PADM 6012, and PADM 6013 with a grade of B- or higher, and with an overall GPA of 9.0 (B+) or higher. The examination will focus on the material presented in the required courses. At the discretion of the examining board, a candidate whose performance is not satisfactory may be asked to take a second written examination.
- Doctoral Research Seminar:** Full-time students will normally register in PADM 6201 over two terms in their second year of study. As part of the seminar, a

research project will be prepared under the direction of the thesis supervisor and be preliminary to and supportive of the Ph.D. Thesis. Possible formats – to be approved by the supervisor – include a comprehensive and critical literature survey, or a self-contained study applying the principles of research design and research methods to an area of inquiry related to the specialization courses.

4. **Thesis:** Following the successful completion of the Comprehensive Examination, students will prepare a formal thesis proposal under a thesis advisory committee. The thesis supervisor will normally be a faculty member from the School of Public Policy and Administration. The proposal will normally be submitted by the end of the summer term of the second year of full-time registration and defended early in the fall term of the third year. The thesis must demonstrate an advanced ability to integrate multiple disciplines into the analysis of public policy. The thesis must be defended at an oral examination.
5. **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 Diploma in Indigenous Policy and Administration (3.0 credits)

Requirements:

Students must complete:

1. 2.5 credits in:	2.5
PADM 5711 [0.5] Indigenous-Canada Relations: Governance and Policy History	
PADM 5712 [0.5] Issues in Contemporary Governance: First Nations, Métis and Inuit	
PADM 5713 [0.5] Leadership and Management in Indigenous Organizations and Governments	
PADM 5714 [0.5] Financial Management in First Nations, Métis and Inuit Governments and Organizations	
PADM 5715 [0.5] Policy Research and Evaluation for Indigenous Policy and Administration	
2. 0.5 credit in elective, selected from other PADM courses or those offered by another unit, as approved by the I.P.A. Supervisor.	0.5
Total Credits	3.0

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

The Diploma in Public Policy and Program Evaluation is designed to be completed in sixteen months, while working full-time. The program is divided into two parts: four applied courses; and a two-course practicum.

Students must be registered in the Diploma and have completed the four applied courses before registering in PADM 5445 and PADM 5446.

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

1. 2.0 credits in required courses	2.0
PADM 5441 [0.5] Introduction to Policy and Program Evaluation	
PADM 5442 [0.5] Quantitative Research Methods in Evaluation	
PADM 5443 [0.5] Qualitative Research Methods in Evaluation	
PADM 5444 [0.5] Benefit-Cost Analysis for Program Evaluation	
2. 1.0 credit in electives approved by the DPE Supervisor	1.0
PADM 5445 [0.5] Program Evaluation Planning and Designs	
PADM 5446 [0.5] Program Evaluation Conduct, Analysis and Reporting	
Total Credits	3.0

Admission

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.P.P.A. Supervisor. Contact the School for details.

All applicants must have completed, with a grade of B+ or higher, a 0.5-credit university course covering microeconomic theory (ECON 1001 [0.5] or equivalent), a 0.5 credit university course in macroeconomic theory (ECON 1002 [0.5] or 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 prerequisite courses in economics or political science, on the condition that the course be extra to the degree requirements and 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.

All applicants whose first language is not English must demonstrate proficiency in the English language. (See Section 3.6 of the General Regulations section of this Calendar for details.)

Applicants to the Master of Public Policy and Administration may be considered for admission to an

Advanced Completion Option of the Master of Public Policy and Administration based on their demonstrated academic excellence in university courses deemed equivalent to the core courses of the program. This option will be determined on an individual basis in consultation with the M.P.P.A. Supervisor and the Faculty of Graduate and Postdoctoral Affairs and pursuant to Section 6.1 of the General Regulations section of this Calendar. Admission to the Master of Public Policy and Administration Advanced Completion Option may require courses in addition to the 5.0 credit program requirements.

Master of Public Policy and Administration Accelerated Pathway

The accelerated pathway in the Master of Public Policy and Administration is a flexible and individualized plan of graduate study. Students in their final year of the Bachelor of Public Affairs and Policy Management who have demonstrated academic excellence and an aptitude for research may qualify. Students in their third year of study in the Bachelor of Public Affairs and Policy Management should consult with both their undergraduate supervisor and the M.P.P.A Supervisor to determine if the accelerated pathway is appropriate for them and to confirm their selection of courses in their final year of undergraduate study.

Accelerated Pathway Requirements

1. PADM 5000-level courses with a grade of B+ or higher;
2. Minimum overall CGPA of 10.4 in the Bachelor of Public Affairs and Policy Management with Specialization in Public Policy and Administration.

Students may receive advanced standing with transfer of credit of up to 1.0 credit which can reduce their time to completion.

Admission

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 5120 or PADM 5121. 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 5127. Equivalent courses may be taken at most universities throughout the academic year. Completed course in statistics should be approximately equivalent to PADM 5126. Applicants should seek advice from the Supervisor of the Ph.D. program about whether particular courses are acceptable as prerequisites.

All applicants whose first language is not English must demonstrate proficiency in the English language. (See Section 3.6 of the General Regulations section of this Calendar for details.)

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.

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.

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.

The Graduate Diploma (Type 2) in Indigenous Policy and Administration may be taken concurrently with another graduate degree at Carleton University.

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.P.P.A. A candidate may, with the recommendation of the M.P.P.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.

Regulations

See the General Regulations section of this Calendar.

Public Administration (PADM) Courses

PADM 5120 [0.5 credit]

Modern Challenges to Governance

Modern challenges to states, citizens, and policy-making, explored with the help of contemporary and historical thinkers. Topics may include: inequality; national security and intelligence gathering; identity; globalization and global finance; trade agreements and property rights; climate change and environmental challenges.

Precludes additional credit for PADM 5115.

PADM 5121 [0.5 credit]**Policy Analysis: The Practical Art of Change**

Contemporary techniques of policy analysis. Topics may include: risk assessment, policy design, options analysis, and scenario-writing.

Precludes additional credit for PADM 5116.

PADM 5122 [0.5 credit]**Public Management: Principles and Approaches**

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

Precludes additional credit for PADM 5117.

PADM 5123 [0.5 credit]**Public Management in Practice**

Contemporary public management practices. Topics may include: financial management, leadership, performance management, organizational design, human resource management, implementation.

PADM 5124 [0.5 credit]**Law and Ethics**

The legal and normative environment of Canadian public administration, law, institutions and processes. The relationship between ethics, accountability and good governance. Canadian legal history, adjudicative procedures, delegation of powers to public authorities, procedural justice in decision making.

Precludes additional credit for PADM 5412 and PADM 5413.

PADM 5125 [0.5 credit]**Qualitative Methods for Public Policy**

Qualitative methods and dimensions of 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 5113.

PADM 5126 [0.5 credit]**Quantitative Methods for Public Policy**

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

Precludes additional credit for PADM 5114.

PADM 5127 [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 5111.

Prerequisite(s): ECON 1000 or equivalent.

PADM 5128 [0.5 credit]**Macroeconomics for Policy Analysis**

Theoretical foundations and current policy issues that relate to the level and growth of expenditure and production are analyzed in the Canadian and international context.

Precludes additional credit for PADM 5112.

Prerequisite(s): ECON 1000 or equivalent.

PADM 5129 [0.5 credit]**Capstone Course**

An integrative workshop-based course in which teams of students develop and present strategies to address a policy problem.

Includes: Experiential Learning Activity

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 (no longer offered).

Prerequisite(s): PADM 5127 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 (no longer offered).

Prerequisite(s): PADM 5127 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 (no longer offered).

Prerequisite(s): PADM 5127 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 5126 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 5127 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 5128 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 5127 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 5127 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 5230 [0.5 credit]**Ethics for Public Policy**

The development and application of ethical theories to examine not simply what governments could do, but what they should do on the basis of consequences, principles, or motivations. Applications could include policies affecting climate change, income inequality, end of life, privacy, use of force.

Also offered at the undergraduate level, with different requirements, as PADM 4230, for which additional credit is precluded.

Seminar three hours a week.

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 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 5124 or equivalent.

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.

Includes: Experiential Learning Activity

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.

Includes: Experiential Learning Activity

Prerequisite(s): PADM 5420.

PADM 5441 [0.5 credit]**Introduction to Policy and Program Evaluation**

Survey of evaluation in Canada and internationally. Topics include: Canadian context for public sector evaluation practice; approaches to research in evaluation; essentials of effective evaluation design, including logic modeling, theories of change/action, and contribution/attribution constructs.

PADM 5442 [0.5 credit]**Quantitative Research Methods in Evaluation**

Descriptive and inferential statistics, probability theory and sampling distributions, hypothesis testing of quantitative and qualitative population parameters, and regression analysis as these apply to the field of program evaluation.

PADM 5443 [0.5 credit]**Qualitative Research Methods in Evaluation**

Methods used in qualitative evaluation research. Topics include: formulating evaluation research questions; deriving research designs from questions; qualitative data gathering techniques and approaches; managing evidence, ethics reviews, and analysis of qualitative data.

PADM 5444 [0.5 credit]**Benefit-Cost Analysis for Program Evaluation**

Approaches to benefit-cost analysis in the Canadian evaluation context. Topics include: the role of benefit-cost analysis within program evaluation; its application to public sector investments, pricing and other forms of policy valuation; discount rates, marginal cost, and shadow pricing; risk and uncertainty.

PADM 5445 [0.5 credit]**Program Evaluation Planning and Designs**

Application of specific evaluation research designs to actual projects. Topics include: designs for formative, summative and developmental programs; designs for policy evaluation; attribution and contribution analysis; applied logic modeling; and managing evaluation projects at the planning stages.

Includes: Experiential Learning Activity

Prerequisite(s): PADM 5441, PADM 5442, PADM 5443, PADM 5444.

PADM 5446 [0.5 credit]**Program Evaluation Conduct, Analysis and Reporting**

Application of evaluation conduct to actual projects. Topics include: selecting data analysis methods specific to a project; forming evaluation findings and recommendations; data visualization; reporting techniques; and management of evaluation projects at the conduct stages.

Includes: Experiential Learning Activity

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 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 5127 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 Topics)**

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

PADM 5702 [0.5 credit]**Policy Seminars****PADM 5703 [0.5 credit]****Directed Studies**

A tutorial or directed reading course on selected subjects.

PADM 5711 [0.5 credit]**Indigenous-Canada Relations: Governance and Policy History**

Introduction to pre-contact history of select Indigenous nations and peoples, overview of contact period: the treaty relationship, evolving jurisprudence, changing power dynamics, federal and provincial administrative practices, contemporary and traditional forms of First Nations, Métis and Inuit governance. Contrasting approaches to understanding foundational events.

Includes: Experiential Learning Activity

PADM 5712 [0.5 credit]**Issues in Contemporary Governance: First Nations, Métis and Inuit**

Diverse approaches to understanding and responding to the main governance issues facing contemporary and traditional First Nations, Inuit and Métis governments and organizations in Ontario and in the rest of Canada.

PADM 5713 [0.5 credit]**Leadership and Management in Indigenous Organizations and Governments**

Leadership, organizational development and innovation in various cultural contexts relevant to Indigenous peoples, organizational design, recruitment and human resources management, decision-making, project planning and implementation, media and communications. Practicum included.

Includes: Experiential Learning Activity

PADM 5714 [0.5 credit]**Financial Management in First Nations, Métis and Inuit Governments and Organizations**

Legislation, regulations, and financial management practices that apply in First Nations, Métis, Inuit organizations and governments. Sources and measures to mitigate and eliminate historical disparity, including asset management, strategic investment, and capital aggregation.

PADM 5715 [0.5 credit]**Policy Research and Evaluation for Indigenous Policy and Administration**

Policy research and program evaluation; applied research ethics, cultural and community protocols, legal frameworks, formulation of research problems, research design, and techniques for collecting and managing community-based and other data; research methodologies of specific Indigenous nations and peoples, and scholarly debates about epistemology and practice.

PADM 5716 [0.5 credit]**Economic and Community Development in Indigenous Territories**

Community economic development theories; the ethics, benefits and costs of traditional, current and new approaches pertinent to building stable economies in rural and urban Aboriginal settings.

Includes: Experiential Learning Activity

PADM 5717 [0.5 credit]**Aboriginal Peoples and Canadian Law**

Canadian law relating to Aboriginal peoples from colonial times to the present. Jurisprudence on Aboriginal and treaty rights: the duty to consult, fiduciary duties, the honour of the Crown, nation-to-nation relations; introduction to First Nations, Métis and Inuit legal traditions, and international law.

PADM 5718 [0.5 credit]**Indigenous People and Urban Policy and Administration**

Policies and programs of and for Indigenous people living in Canadian cities, with a focus on institutional and intergovernmental challenges and opportunities for change.

PADM 5719 [0.5 credit]**Aboriginal Health and Social Policy**

Development and delivery of health and social policies pertinent to Aboriginal people living in diverse circumstances in Canada; theories and practices.

PADM 5772 [0.5 credit]**Policy Seminar (Indigenous Policy and Administration)**

One or more selected policy areas or specialized aspects of Indigenous Policy and Administration. The policy field or topic will change each year.

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 5126 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 5908 [1.0 credit]**Research Essay**

Includes: Experiential Learning Activity

PADM 5909 [2.0 credits]**M.P.P.A. Thesis**

Includes: Experiential Learning Activity

PADM 5913 [0.0 credit]**Co-operative Work Term**

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

PADM 6010 [0.5 credit]**Current Issues in Public Policy**

Current issues in Canadian public policy, their historical contexts, and interdisciplinary approaches to analyzing them. Issues may include inequality, gender, environment, Indigenous governance, US/Canada relations, populism. Approaches to analysis may include contemporary and classic thinkers. Precludes additional credit for PADM 6114 (no longer offered).

PADM 6011 [0.5 credit]**Theoretical Foundations of Public Policy**

Normative and explanatory theories fundamental to public policy, drawing on multiple social science disciplines and incorporating ethical, economic, and political/administrative perspectives. Topics may include utilitarianism, rights-based traditions, contractualism, market failure, life-course dynamics. Precludes additional credit for PADM 6111 (no longer offered).

PADM 6012 [0.5 credit]**Policy Process and Institutions**

Various theoretical approaches to policy-making. Topics may include policy formation, agenda-setting, institutionalism, theories of the bureau, theories of policy change, policy design and implementation, policy evaluation, advocacy and coalitions, private policy-making. Precludes additional credit for PADM 6112 (no longer offered).

PADM 6013 [0.5 credit]**Research Design for Public Policy**

Introduction to the analytical challenges to the study of public policy, and ways of addressing them. Exploration of why particular explanatory, interpretive and normative research questions are asked; and why particular theories, units of analysis, concepts, methods and data are used. Precludes additional credit for PADM 6113 (no longer offered).

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 6201 [0.5 credit]**Doctoral Research Seminar**

Presentations on research skills and strategies such as ethics approval, bibliographic software, work-flow management, subsequent publication. Supervised independent research projects preliminary to Ph.D. Thesis, drawing upon interdisciplinary approaches to study of public policy. Precludes additional credit for PADM 6200. Prerequisite(s): PADM 6900.

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 [6.0 credits]**Ph.D. Thesis**

A thorough investigation of a public policy issue that integrates multiple disciplines into the analysis.

Includes: Experiential Learning Activity

Prerequisite(s): successful public defence of written thesis proposal.