

# GRADUATE DIPLOMA PUBLIC MANAGEMENT AND GOVERNANCE

The primary aim of the graduate diploma is to provide students with both a strong conceptual foundation for understanding and analyzing stakes in Canadian and parliamentary politics and an effective tool-kit of skills and techniques required to operate in an increasingly complex political, academic and organizational environment.

Governance is about effective coordination and decision-making in a world where knowledge and power are increasingly distributed. In this perspective, governance challenges are increasingly important to public, private and civic organizations – both within such organizations and across them.

This program was created for students who wish to increase their skills and knowledge in Canadian and parliamentary politics by adding an interdisciplinary and experiential (placements) dimension via courses from the School of Political Studies.

## Admission Requirements

For the most accurate and up to date information on application deadlines, language tests and other admission requirements, please visit the specific requirements (<https://www.uottawa.ca/graduate-studies/programs-admission/apply/specific-requirements/>) webpage.

For the most accurate and up to date information on application deadlines and other admission requirements, please visit the Parliamentary Internship Programme (PIP) (<https://pip-psp.org/apply/>) webpage.

One of the conditions for admission to the diploma, is that candidates must be participating in the Parliamentary Internship Program. Candidates must meet the normal requirements for admission in a master's level program at the University of Ottawa (namely, an honour's baccalaureate degree, or its equivalent, with at least second class "B" standing from a recognized post-secondary institution). Advanced standing for up to 4.5 units will be given to qualified students in recognition of comparable studies as determined by the Program Committee. To be eligible, the units in question must not have counted towards the requirements of a previously conferred diploma or degree.

The Parliamentary Internship Program is open to all candidates who, on the start date of their internship (September 1st of the year in which the internship begins):

- Have Canadian citizenship or permanent resident status;
- Hold at least a university diploma or its college equivalent;
- Are available to work full-time from September 1st when the internship begins to June 30 of the following year.
- Candidates are required to submit a resume as well as a personal statement: Candidates must describe in 400 words or less how they anticipate contributing to and benefiting from the Programme.
- Approach to teamwork: Candidates must describe in 400 words or less how they managed a situation working with colleagues who had different personal or professional priorities and perspectives from their own.

- Transcripts: Candidates must upload accurate copies (in low resolution PDF or JPG formats) of each transcript (official or unofficial).
- Contact information for letters of reference: Candidates must provide contact information for at least two referees who have agreed to write confidential letters of reference in support of their application. One referee must be academic and one must be from an employer. Candidates may identify a third referee at their discretion. The application system will automatically request letters of reference for each referee.

## Transfer from Graduate Diploma to Master's

Students enrolled in the graduate diploma program can request to transfer to the Master of Arts (MA) in public administration in accordance with section A.7.1 of the general regulations in effect for graduate studies.

## Language Requirements

An active knowledge of French or English is required. All students are expected to demonstrate a level of passive bilingualism, which means that candidates are expected to attend meetings in French and English, and to understand most of what is said, while being free to participate in discussion in the language of their choice, and to be able to read texts in English and French. They must indicate on their application form the language in which they intend to take most of their courses. The Public Administration program reserves the right to require a test in either language.

## Program Requirements

The requirements are as follows:

### Compulsory Courses:

PAP 6102	Democratic Governance	3 Units
PAP 6901	Project <sup>1</sup>	3 Units
PAP 6941	Placement I	3 Units
PAP 6942	Placement II	3 Units

Note(s)

1

This course will take place over two academic terms.

## Duration of the Program

The requirements of the diploma are usually fulfilled within one year of initial enrollment to the program.

## Research

### Research at the University of Ottawa

Located in the heart of Canada's capital, a few steps away from Parliament Hill, the University of Ottawa ranks among Canada's top 10 research universities. Our research is founded on excellence, relevance and impact and is conducted in a spirit of equity, diversity and inclusion.

Our research community thrives in four strategic areas:

- Creating a sustainable environment
- Advancing just societies

- Shaping the digital world
- Enabling lifelong health and wellness

From advancing healthcare solutions to tackling global challenges like climate change, the University of Ottawa's researchers are at the forefront of innovation, making significant contributions to society and beyond.

## Research at the Faculty of Social Sciences

The Faculty of Social Sciences represents a place of excellence in knowledge creation, research and training. Driven by both disciplinary and interdisciplinary perspectives, research at the Faculty is rich, innovative and varied, contributing to the depth of understanding and breadth of discussions on a variety of issues nationally and internationally. This research, whether it be fundamental, theoretical, applied or action-oriented, is generated by our renowned expertise, ultimately culminating in applications designed to influence individual communities and the betterment of society.

We have identified five research themes which collectively represent a large proportion of the research undertaken at the Faculty of Social Sciences:

- International Studies
- Francophonie
- Public Policy
- Health, Well-Being
- Justice, Society

## Facilities, Research Centres and Institutes at the Faculty of Social Sciences

Centre for Interdisciplinary Research on Citizenship and Minorities (CIRCEM) (<http://socialsciences.uottawa.ca/circem/>), Centre for International Policy Studies (CIPS) (<http://www.cips-cepi.ca/>), Centre for Public Management and Policy (<http://socialsciences.uottawa.ca/public-management-policy/>), Centre for Research on Educational and Community Service (CRECS) (<http://crecs.uottawa.ca/>), Centre on Governance (COG) (<http://socialsciences.uottawa.ca/governance/>), Human Rights Research and Education Centre (affiliation) (<http://cdp-hrc.uottawa.ca/en/>), Institute of Feminist and Gender Studies (<http://socialsciences.uottawa.ca/feminist-gender-studies/>) and Institute for Science, Society and Policy (<https://issp.uottawa.ca/en/>).

For more information, refer to the list of faculty members and their research fields on Uniweb (<https://uniweb.uottawa.ca/#!arts/themes>).

## Courses

### PAP 6101 Globalization and Continental Integration (3 units)

Examination of the impacts of socio-economic, technological and cultural globalization on our systems of governance both internationally and domestically. Analysis of the role of the nation-state in a context of simultaneous decentralization and internationalization, with a particular focus on global institutions and North American integration.

**Course Component:** Lecture

### PAP 6102 Democratic Governance (3 units)

This seminar provides an examination of how democratic governments structure their decision-making processes for effectiveness, representation and accountability. A particular focus of this seminar is a critical evaluation of the New Public Management reforms, and an in-depth review of different models of government intervention and policy-making from a comparative perspective.

**Course Component:** Lecture

### PAP 61021 DEMOCRATIC GOVERNANCE (Part 1 of 2)

This seminar provides an examination of how democratic governments structure their decision-making processes for effectiveness, representation and accountability. A particular focus of this seminar is a critical evaluation of the New Public Management reforms, and an in-depth review of different models of government intervention and policy-making from a comparative perspective. (Part 1 of 2)

**Course Component:** Seminar

### PAP 61022 DEMOCRATIC GOVERNANCE (Part 2 of 2) (3 units)

This seminar provides an examination of how democratic governments structure their decision-making processes for effectiveness, representation and accountability. A particular focus of this seminar is a critical evaluation of the New Public Management reforms, and an in-depth review of different models of government intervention and policy-making from a comparative perspective. (Part 2 of 2)

**Course Component:** Seminar

Prerequisite: PAP 61021.

### PAP 6103 Research Methods (3 units)

Study of different methodological approaches used in public administration, conceptual tools and research methods (discourse analysis, content analysis, quantitative methods –statistics and probability)

**Course Component:** Seminar

### PAP 6110 Theories of Public Management (3 units)

(Core course for students in the field of public management).

Presentation of major components of public management (managerial roles and functions, planning, organizational cultures, leadership and motivation, human resources managements, change management, etc.). Study of the main theoretical approaches in public management, with the aim of relating them critically to one another and undertaking a critical analysis of the methodological and theoretical contributions of the various approaches.

**Course Component:** Seminar

### PAP 6111 Theories of Public Policy (3 units)

(Core course for students in the field of public policy). Presentation of the different stages of the policy process, notably emergence, development, implementation and evaluation, as well as the influence of institutions, ideas and interests on public policy. The objective is to present the main theoretical approaches (neo-institutionalism, post-positivism, political economy, etc.) with the aim of relating them critically to one another and critically analyzing their methodological and theoretical contributions.

**Course Component:** Seminar

### PAP 6120 Ethics in the Public Sector (3 units)

Study of the theoretical and empirical issues related to ethics in the public sector, analysis of the literature on the philosophical and political foundations of ethical reflection and the literature on ethics and public administration. Themes addressed include citizenship and democracy, responsibility and accountability, public interest, contemporary issues in ethics in the public sector and social justice in public decision-making.

**Course Component:** Lecture

**PAP 6121 Public Administration: Coordination and Consistency (3 units)**

Examination of the influence of structural and social processes on the theory and practice of public administration. The course will examine the mechanisms and issues of coordination in its multiple forms: multi-level coordination, coordination across the public, private and community sectors, horizontal and vertical coordination. The course will also address the challenges and issues of consistency in the process of public policy development and implementation and will examine a number of cases and international comparisons.

**Course Component:** Lecture

**PAP 6122 Culture and Power in Public Organisations (3 units)**

Informal dimensions of public organizations, including organizational cultures and power relations that mesh with organizational issues. Sociopolitical analysis of organizations to improve understanding of factors of inertia, resistance and blockage that influence, to different degrees, possibilities for innovation and change in public administration.

**Course Component:** Lecture

**PAP 6130 Selected Themes in Public Administration (3 units)**

**Course Component:** Seminar

**PAP 6501 Mondialisation et intégration continentale (3 crédits)**

Examen de l'impact sur la gouvernance à l'échelle internationale et nationale de la mondialisation des secteurs socio-économique, technologique et culturel. Analyse du rôle joué par l'état-nation dans un contexte de décentralisation et d'internationalisation simultanées, en mettant particulièrement l'accent sur les institutions mondiales et l'intégration nord-américaine.

**Volet :** Cours magistral

**PAP 6502 Gouvernance démocratique (3 crédits)**

Examen des mesures prises par les gouvernements démocratiques pour s'assurer que les processus de prise de décision répondent aux critères d'efficacité, de représentativité, et d'imputabilité. Accent sur l'examen critique des réformes récentes des modes de gestion à la fonction publique et étude approfondie des différents modes d'intervention gouvernementale et d'élaboration de politiques d'un point de vue comparatif.

**Volet :** Séminaire

**PAP 65021 GOUVERNANCE DÉMOCRATIQUE (Partie 1 de 2)**

Examen des mesures prises par les gouvernements démocratiques pour s'assurer que les processus de prise de décision répondent aux critères d'efficacité, de représentativité, et d'imputabilité. Accent sur l'examen critique des réformes récentes des modes de gestion à la fonction publique et étude approfondie des différents modes d'intervention gouvernementale et d'élaboration de politiques d'un point de vue comparatif. (Partie 1 de 2)

**Volet :** Séminaire

**PAP 65022 GOUVERNANCE DÉMOCRATIQUE (Partie 2 de 2) (3 crédits)**

Examen des mesures prises par les gouvernements démocratiques pour s'assurer que les processus de prise de décision répondent aux critères d'efficacité, de représentativité, et d'imputabilité. Accent sur l'examen critique des réformes récentes des modes de gestion à la fonction publique et étude approfondie des différents modes d'intervention gouvernementale et d'élaboration de politiques d'un point de vue comparatif. (Partie 2 de 2)

**Volet :** Séminaire

Préalable : PAP 65021.

**PAP 6503 Méthodes de recherche (3 crédits)**

Étude de différentes approches méthodologiques utilisées en administration publique, outils conceptuels et méthodes de recherche (analyse de discours, analyse de contenu, méthodes quantitatives –statistiques et probabilités

**Volet :** Séminaire

**PAP 6510 Théories en gestion publique (3 crédits)**

(Cours noyau pour les étudiants dans le champ de la gestion publique). Présentation des grandes composantes de la gestion publique (rôles et fonctions managériaux, planification, cultures organisationnelles, leadership et motivation, gestion des ressources humaines, gestion du changement, etc.). Étude des principales approches théoriques de la gestion publique, dans le but de les relier et d'entreprendre l'analyse critique des apports méthodologiques et théoriques des diverses approches.

**Volet :** Séminaire

**PAP 6511 Théories en politiques publiques (3 crédits)**

(Cours noyau pour les étudiants dans le champ des politiques publiques). Présentation des différentes phases de l'analyse des politiques publiques, notamment celles de l'émergence, de l'élaboration, de la mise en œuvre et de l'évaluation, ainsi que de l'influence des institutions, des idées et des intérêts sur les politiques publiques. L'objectif sera de présenter les principales approches théoriques de politiques publiques (néo-institutionnalisme, post-positivisme, économie politique, etc.), de les relier de façon critique et d'entreprendre une analyse des apports méthodologiques et théoriques des diverses approches.

**Volet :** Séminaire

**PAP 6520 Éthique publique (3 crédits)**

Étude des enjeux théoriques et empiriques reliés à l'éthique publique, analyse de la littérature sur les fondements philosophiques et politiques de la réflexion éthique et de la littérature sur l'éthique et l'administration publique. Les thèmes abordés incluent la citoyenneté et la démocratie, la responsabilité et la reddition de comptes, l'intérêt public, les enjeux éthiques publics contemporains et la justice sociale dans le contexte de la prise de décision publique.

**Volet :** Cours magistral

**PAP 6521 Administration publique : Coordination et cohérence (3 crédits)**

Examen de l'influence des processus structurels et sociaux sur la théorie et la pratique de l'administration publique. Le cours traitera des mécanismes et enjeux de coordination dans ses multiples formes : coordination à niveaux multiples, coordination entre secteurs publics, privés et communautaires, coordination horizontale et verticale. Le cours abordera également les défis et enjeux de cohérence du processus de production et la mise en œuvre des politiques publiques et examinera certains cas et comparaisons internationales.

**Volet :** Cours magistral

**PAP 6522 Cultures et pouvoir dans les organisations publiques (3 crédits)**

Dimension informelle de l'organisation publique, à savoir les cultures organisationnelles et les relations de pouvoir qui se conjuguent invariablement aux enjeux organisationnels. Lecture sociopolitique de l'organisation pour mieux saisir les facteurs d'inertie, de résistance et de blocage qui pèsent, à des degrés divers, sur les possibilités d'innovation et de changement dans l'administration publique.

**Volet :** Séminaire

**PAP 6530 Thèmes choisis en administration publique (3 crédits)**

**Volet :** Séminaire

**PAP 6901 Projet / Project (3 crédits / 3 units)**

Étude approfondie d'un domaine de la gestion publique ou de la gouvernance. Étude de cas ou projet en collaboration avec une ou plusieurs agences du secteur public. Rapport écrit. Noté S (satisfaisant) ou NS (non satisfaisant) par le professeur responsable. / In-depth study of a particular area of public management on governance. Case study or project to be conducted in collaboration with one or more public sector organizations. Written report. Graded S (Satisfactory) / NS (Not satisfactory).

**Volet / Course Component:** Cours magistral / Lecture

**PAP 6941 Stage I / Placement I (3 crédits / 3 units)**

**Volet / Course Component:** Expérience pratique / Praticum

**PAP 6942 Stage II / Placement II (3 crédits / 3 units)**

**Volet / Course Component:** Expérience pratique / Praticum

**PAP 6980 Lecture dirigée / Directed Readings (3 crédits / 3 units)**

**Volet / Course Component:** Séminaire / Seminar

**PAP 6998 Projet de thèse / Thesis Proposal**

**Volet / Course Component:** Recherche / Research

**PAP 7998 Mémoire / Research Paper (6 crédits / 6 units)**

L'inscription au mémoire est permise dès la deuxième session d'études. Le mémoire compte environ douze mille mots (50 pages). Il est évalué par la personne qui l'a dirigé et par un autre professeur nommé par le responsable des études supérieures. Le mémoire est noté alpha et la note (la moyenne des deux évaluations) paraîtra sur le relevé de notes. / Registration for the research paper is permitted in the second session. The research paper is approximately 12,000 words (50 pages) in length. It is evaluated by the supervisor and by another professor appointed by the professor in charge of graduate studies. Research papers are graded alpha and the grade (the average of both evaluations) appears on the transcript.

**Volet / Course Component:** Recherche / Research

**PAP 8111 Research Seminar in Public Administration II (3 units)**

Preparation for writing the thesis (including the thesis proposal) in public administration. Continuation of the themes presented in the previous seminar (PAP 8510 Séminaire de recherche en administration publique I). Different stages of research in public management and public policy, notably the development of the research question, literature review, theoretical framework, methodological approach and the development of empirical data. Different strategies of knowledge diffusion (conferences, articles, book chapters, etc.) and preparation for the thesis proposal defence.

**Course Component:** Seminar

Prerequisite: PAP 8510

**PAP 8510 Séminaire de recherche en administration publique I (3 crédits)**

Préparation à la rédaction de la thèse (incluant le projet de thèse) en administration publique. Présentation des dimensions ontologiques (qu'est-ce qui compose le domaine du savoir ?) et épistémologique (comment savons-nous ce que nous savons ?) caractérisant la recherche en gestion publique et en politiques publiques. Initiation aux différentes étapes de la production de connaissances (formulation de la problématique de recherche, revue de littérature, cadre théorique, etc.).

**Volet :** Séminaire

**PAP 8511 Séminaire de recherche en administration publique II (3 crédits)**

Préparation à la rédaction de la thèse (incluant le projet de thèse) en administration publique. Poursuite de l'analyse des thèmes abordés au séminaire précédent (PAP 8510 Séminaire de recherche en administration publique I). Initiation aux différentes étapes de la production des connaissances, notamment la formulation de la problématique de recherche, la revue de littérature, le cadre théorique, la démarche méthodologique et la production des données empiriques. Initiation aux différentes stratégies de diffusion des connaissances (conférences, rédaction d'articles, de chapitres de livre, etc.), avec un souci particulier pour la préparation à la soutenance du projet de thèse.

**Volet :** Séminaire

Préalable: PAP 8510

**PAP 9310 Public Management (3 units)**

In-depth study of the field of public management. Presentation of the formal dimensions (direction, organization, budgeting, strategy, planning, control, etc.) and informal dimensions (leadership, motivation, mobilization, organizational culture, coordination, power relations, etc.) in public management. Critical analysis of the principal theoretical approaches and tendencies of public management and their theoretical and methodological contributions.

**Course Component:** Seminar

**PAP 9311 Public Policy (3 units)**

In-depth study of the field of public policy. Different stages in the policy process (emergence, development, implementation and evaluation). The objective is to present the main theoretical approaches and tendencies (neo-institutionalism, post-positivism, political economy, etc.), to relate them critically to one another and to critically analyze their methodological and theoretical contributions.

**Course Component:** Seminar

**PAP 9320 Seminar in Major Field: Public Management (3 units)**

This course deepens the knowledge acquired in the course PAP 9310 Public Management for doctoral candidates with public management as the Major Field.

**Course Component:** Seminar

**PAP 9330 Seminar in Major Field: Public Policy (3 units)**

This course deepens the knowledge acquired in the course PAP 9311 Public Policy for doctoral candidates with public policy as the Major Field.

**Course Component:** Seminar

**PAP 9710 Gestion publique (3 crédits)**

Étude approfondie du domaine de la gestion publique. Présentation des composantes formelles (direction, organisation, budgétisation, stratégie, planification, contrôle, etc.) et informelles (leadership, motivation, mobilisation, culture organisationnelle, coordination, relations de pouvoir, etc.) en gestion publique. Analyse critique des principales approches et courants théoriques de la gestion publique et de leurs apports théoriques et méthodologiques.

**Volet :** Séminaire

**PAP 9711 Politiques publiques (3 crédits)**

Étude approfondie du domaine des politiques publiques. Différentes phases de l'analyse des politiques publiques (émergence, élaboration, mise en œuvre et évaluation). L'objectif sera de présenter les principales approches et courants théoriques dans le domaine des politiques publiques (néo-institutionnalisme, post-positivisme, économie politique, etc.), de les relier de façon critique et d'entreprendre une analyse de leurs apports théoriques et méthodologiques.

**Volet :** Séminaire

**PAP 9720 Séminaire dans le champ majeur : Gestion publique (3 crédits)**

Ce cours approfondira les connaissances acquises lors du cours PAP 9710 Gestion publique pour les doctorants avec gestion publique comme champ majeur.

**Volet :** Séminaire

**PAP 9730 Séminaire dans le champ majeur : Politiques publique (3 crédits)**

Ce cours approfondira les connaissances acquises lors du cours PAP 9711 Politiques publiques pour les doctorants dont le champ majeur est politiques publiques.

**Volet :** Séminaire

**PAP 9980 Lecture dirigée / Directed Readings (3 crédits / 3 units)**

**Volet / Course Component:** Séminaire / Seminar

**PAP 9988 Examen de synthèse - champ mineur / Comprehensive Examination - Minor Field**

L'examen de synthèse a pour but de vérifier les connaissances dans le champ mineur. Il a lieu généralement vers la fin de la troisième session d'inscription au programme. / The comprehensive examination is aimed at evaluating the student's knowledge of their minor field.

**Volet / Course Component:** Cours magistral / Lecture

**PAP 9989 Examen de synthèse - champ majeur / Comprehensive Examination - Major Field**

L'examen de synthèse a pour but de vérifier les connaissances dans le champ majeur. Il a lieu généralement vers la fin de la troisième session d'inscription au programme. / The comprehensive examination is aimed at evaluating the student's knowledge of their major field.

**Volet / Course Component:** Cours magistral / Lecture

**PAP 9997 Projet de thèse de doctorat / Thesis proposal**

**Volet / Course Component:** Recherche / Research