

Western University
Department of Political Science
Local Government Management
Public Administration 9904
June 6 to 10, 2022

Professor: Jennifer Kirkham
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Office Hours: Office hours by appointment
Class Time: Monday, June 6 to Friday, June 10, from 9:00 am to 4:00 pm

Location: Room 4255, Social Science Centre

COURSE DESCRIPTION

Drawing upon theories and research findings in public administration and management, this course examines administrative approaches, issues and debates arising in local governments in a changing environment. Students will learn how the complex and unstable environment of public sector organizations produces both challenges and opportunities for public sector managers, and will work through material that requires them to apply insights from management and public administration literature to real-world local government settings.

LEARNING OUTCOMES

Upon successful completion of this course, the student will have demonstrated the ability to:

- Discuss the field of management and understand its significance in a local government environment
- Identify approaches to management and the edges that are managed in a local government setting
- Understand the elements involved in managing effectively
- Understand the leadership role of the Chief Administrative Officer
- Explain public value and how it is created
- Understand community and citizen engagement and its impact in a local government setting
- Identify the strengths and challenges with the use of consultants, contracting out, and interlocal agreements
- Discuss performance management, quality and innovation and their relevance in a local government setting

METHODS

The course will consist of a combination of lectures, small and large group discussion, case studies, activities, student seminars, and guest speakers. Students will be expected to be able to discuss the assigned readings for each of the topics.

COURSE WEBSITE

This course makes use of OWL. Please refer to the course website regularly for announcements and course information (<https://owl.uwo.ca/portal>).

TEXTS

The main textbook for the course is:

Henry Mintzberg, Managing, San Francisco: Berrett-Koehler Publishers, Inc., 2009.

Other readings will be available electronically via OWL.

COURSE OUTLINE

The LESSONS tab in OWL is your main resource for this course. The course is organized by day, and all course material and scheduled activities are outlined for each day. The following table provides the topics and readings for each day of the course.

Date	Content
Day 1: Monday, June 6, 2022	Orientation to the Course Introduction to Assignment #1: Learning Journal
	Managing in the Public Sector Topic 1: Introduction to Managing <u>Reading:</u> Henry Mintzberg, <u>Managing</u> , San Francisco: Berrett-Koehler Publishers, Inc., 2009 (pages 1 – 16). Topic 2: A Model of Managing <u>Reading:</u> Henry Mintzberg, <u>Managing</u> , San Francisco: Berrett-Koehler Publishers, Inc., 2009 (pages 43 – 96).
	Assignment #2 Discussion Assignment #2: A Day in the Life, analysis using Mintzberg’s Managing Framework (small group discussion)
	Learning Journal Reflections on day 1 learnings
	Preparation for Student Seminars: Current Issues in Local Government Management

Date	Content
<p>Day 2: Tuesday, June 7, 2022</p>	<p>Learning Reflections Small group discussion</p>
	<p>Managing in the Public Sector (continued)</p> <p>Topic 3: Managing Effectively <u>Reading:</u> Henry Mintzberg, <i>Managing</i>, San Francisco: Berrett-Koehler Publishers, Inc., 2009 (pages 195 – 235).</p>
	<p>Community and Citizen Engagement</p> <p><u>Readings:</u> Robert B. Denhardt and Janet Vinzant Denhardt, “The New Public Service: Serving Rather than Steering,” <i>Public Administration Review</i>, 2000, 60(6), 549-559.</p> <p>Renee Irvin, John Stansbury, “Citizen Participation in Decision Making: Is It Worth the Effort?” <i>Public Administration Review</i>, 2004, 64 (1), 55-65.</p> <p>Sherry Arnstein, “A Ladder of Citizen Participation,” <i>Journal of the American Planning Association</i>, 1969, 35(4), 216-224.</p>
	<p>Learning Journal Reflections on day 2 learnings</p>
	<p>Preparation for Student Seminars: Current Issues in Local Government Management</p>
<p>Day 3: Wednesday, June 8, 2022</p>	<p>Learning Reflections Small group discussion</p>
	<p>Creating Public Value</p> <p><u>Reading:</u> Ralph Heintzman and Brian Marson, “People, Service and Trust: Is there a Public Sector Service Value Chain?” Paper prepared for the Annual Conference of the European Group of Public Administration, September 2003.</p>

Date	Content
	<p>Performance Management</p> <p><u>Readings:</u> Richard Hildebrand James C. McDavid, “Joining public accountability and performance management: A case study of Lethbridge, Alberta,” <i>Canadian Public Administration</i>, 54(1), 41-72.</p> <p>Amber Wichowsky and Donald Moynihan, “Measuring How Administration Shapes Citizenship: A Policy Feedback Perspective on Performance Management,” <i>Public Administration Review</i>, 2008 68(5), 908-920.</p> <hr/> <p>Quality and Innovation</p> <p><u>Reading:</u> Mehmet A. Demircioglu, “Reinventing the Wheel? Public Sector Innovation in the Age of Governance,” <i>Public Administration Review</i>, 2017, 77(5), 800-805.</p> <hr/> <p>Guest Speaker Rosanna Wilcox, Director, Strategy and Innovation, City of London</p> <hr/> <p>Learning Journal Reflections on day 3 learnings</p> <hr/> <p>Preparation for Student Seminars: Current Issues in Local Government Management</p>
<p>Day 4: Thursday, June 9, 2022</p>	<p>Learning Reflections Small group discussion</p> <hr/> <p>The Use of Consultants, Contracting Out, and Interlocal Agreements</p> <p>Topic 1: The Use of Consultants <u>Reading:</u> Jan Corcoran and Fiona McLean, “The selection of management consultants: How are governments dealing with this difficult decision? An exploratory study,” <i>International Journal of Public Sector Management</i>, 1998, 11(1), 37 – 54.</p> <p>Topic 2: Contracting Out <u>Reading:</u> Anthony Boardman, Matti Siemiatycki, and Aidan Vining, “The Theory and Evidence Concerning Public-Private Partnerships in Canada and</p>

Date	Content
	<p>Elsewhere," <i>The School of Public Policy Publications</i> (SPPP), 2016, Vol.9.</p> <p>Topic 3: Interlocal Agreements</p> <p><u>Reading:</u> Zachary Spencer, "The Ties that Bind? Exploring the Dynamics of Intermunicipal Agreement Formation between Separated Cities and Counties," <i>Canadian Public Policy</i>, 2014, 40(3), 245-258.</p> <hr/> <p>Guest Speaker: Morgan Calvert, CAO, Township of Adelaide Metcalfe</p> <hr/> <p>Leadership Role of the Chief Administrative Officer</p> <p><u>Readings:</u> Mercer Delta, "The First 100 Days: The New CEO's Challenge," Mercer Delta Consulting, LLC, 2001.</p> <p>David Siegel, "The leadership role of the municipal chief administrative officer," <i>Canadian Public Administration</i>, 2010, 53(2), 139-161.</p> <hr/> <p>Guest Speaker (recorded session) David Siegel, Emeritus Professor of Political Science, Brock University Author of <i>Leaders in the Shadows: The Leadership Qualities of Municipal Chief Administrative Officers</i></p> <hr/> <p>Learning Journal Reflections on day 4 learnings</p> <hr/> <p>Preparation for Student Seminars: Current Issues in Local Government Management</p>
<p>Day 5: Friday, June 10, 2022</p>	<p>Learning Reflections Small group discussion</p> <hr/> <p>Student Seminars: Current Issues in Local Government Management</p> <hr/> <p>Course Wrap Up</p>

COURSE REQUIREMENTS AND RESPONSIBILITIES

- 1. Assignment #1: Learning Journal** **Weight: 15%**

Students will keep a learning journal documenting observations, learnings, notes, and thoughts for the five days of the course. The journal will reflect the student's learning experience, and should focus on the student's personal responses, reactions, and reflections to new ideas or new ways of thinking about a topic that have been introduced through lectures, course readings, activities, group discussions, and guest speakers.

The learning journal will include:

- One entry for each day of the class
- A record of the student's key learnings, and observations and thoughts/reflections about application of the key learnings to themselves and their organization, including a summary of overall learnings and reflections

Due Date: Monday, June 13, 2022 (via email)

- 2. Assignment #2: Henry Mintzberg's Approach to Management** **Weight: 20%**
 Students will complete a provided tracking sheet to document their tasks over the course of one day. Students will then complete a brief critical analysis of their observations of their day/tasks based on Mintzberg's approach to management. The submission should include the following:

1. The completed tracking sheet, documenting tasks for one day
2. A critical analysis of the completed tracking sheet, using Mintzberg's theories (for example: approaches to management, and managing on the edges), including a summary of findings

The page length of the submission should not exceed 750 words (word-processed and double-spaced). The completed tracking sheet should be included as an attachment to the submission (it will not be included in the 750 word paper limit).

Due Date: Monday, June 20, 2022 (via email)

- 3. Assignment #3: Student Seminars** **Weight: 25%**
 Students will participate in the development and presentation of one seminar related to current issues in local government management. These seminars are designed to stimulate discussion and highlight points/issues related to the topic, using practical examples. Seminars will be conducted on the last day of the class.

- 4. Assignment #4: Final Paper** **Weight: 30%**
 Students must pick a municipal case and analyze what went right and what went wrong and why for the case chosen. Students should make use of class reading material as much as possible in their analysis and the paper should demonstrate the student's ability to apply the knowledge learned in the class. The page length for the paper should not exceed 2,500 words (word-processed and double-spaced).

Due Date: Monday, June 27, 2022 (via email)

- 5. Contributions to Learning** **Weight: 10%**
 Students are assessed on their continuous contributions to learning, which includes his/her/their meaningful contribution to learning in class sessions. Drawing from the readings is of high value, applications and examples are also welcome.

Policy on Late Assignments

Late assignments will receive a 2% per day deduction, including weekends, up to a maximum of seven days, after which assignments will not be accepted and a grade of zero will be assigned, unless documentation for accommodation has been provided in advance. All work is due via email (jkirkha@uwo.ca or jenkirkham02@gmail.com), unless otherwise specified. In general, the late penalty can be wholly or partially waived only due to medical or family emergencies.

Academic Offences

Scholastic offences are taken seriously and students are directed to read the appropriate policy, specifically, the definition of what constitutes a Scholastic Offence, at the following Web site: http://www.uwo.ca/univsec/pdf/academic_policies/appeals/scholastic_discipline_grad.pdf

ENROLMENT RESTRICTIONS

Enrolment in this course is restricted to graduate students in the Local Government Program.

HEALTH/WELLNESS SERVICES

Students who are in emotional/mental distress should refer to Mental Health@Western <http://www.uwo.ca/uwocom/mentalhealth/> for a complete list of options about how to obtain help.

ACCESSIBLE EDUCATION WESTERN (AEW)

Western is committed to achieving barrier-free accessibility for all its members, including graduate students. As part of this commitment, Western provides a variety of services devoted to promoting, advocating, and accommodating persons with disabilities in their respective graduate program.

Graduate students with disabilities (for example, chronic illnesses, mental health conditions, mobility impairments) are strongly encouraged to register with Accessible Education Western (AEW), a confidential service designed to support graduate and undergraduate students through their academic program. With the appropriate documentation, the student will work with both AEW and their graduate programs (normally their Graduate Chair and/or Course instructor) to ensure that appropriate academic accommodations to program requirements are arranged. These accommodations include individual counselling, alternative formatted literature, accessible campus transportation, learning strategy instruction, writing exams and assistive technology instruction.