

Western University
Department of Political Science
Local Government Management
Public Administration 9904 Section 651
Winter 2022

Instructor: Jennifer Kirkham
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Office Hours: By appointment
Class Time: Tuesdays, January 4, 2022 to March 29, 2022
(Note: No class on February 22, 2022)

Location: Online via Zoom
<https://westernuniversity.zoom.us/j/94170506038>

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 be taught online, using both synchronous and asynchronous learning methods. The course will consist of a combination of mini video lectures, small and large group discussion, activities, case studies, and guest speakers. Students will be expected to be able to discuss the assigned readings for each of the topics.

Each class will start with a synchronous component at 4:30 pm. Details about how to access this session are provided below.

| Online Sessions | Session Details |
|---|--|
| 4:30 pm to 6:00 pm | Weekly learning reflections, group discussion, activities, questions and answers, student seminars, guest speakers, etc. |
| https://westernuniversity.zoom.us/j/94170506038 | |

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

| Date | Content |
|-------------------------------------|---|
| Week 1: January 4, 2022 | Orientation to the Course Managing in the Public Sector: Introduction to Managing Reading: Henry Mintzberg, <u>Managing</u> , San Francisco: Berrett-Koehler Publishers, Inc., 2009 (pages 1 – 16). |
| Week 2: January 11, 2022 | Managing in the Public Sector: A Model of Managing (Part 1) Reading: Henry Mintzberg, <u>Managing</u> , San Francisco: Berrett-Koehler Publishers, Inc., 2009 (pages 43 – 96). |

| Date | Content |
|--|---|
| <p>Week 3: January 18, 2022</p> <p>Seminar Week</p> | <p>Managing in the Public Sector: A Model of Managing (Part 2)</p> <p>Reading: Henry Mintzberg, <i>Managing</i>, San Francisco: Berrett-Koehler Publishers, Inc., 2009 (pages 43 – 96).</p> <hr/> <p>Group Seminar #1</p> |
| <p>Week 4: January 25, 2022</p> <p>Seminar Week</p> | <p>Assignment #2 Discussion Assignment #2: A Day in the Life, analysis using Mintzberg’s Managing Framework (small group discussion)</p> <hr/> <p>Group Seminar #2</p> |
| <p>Week 5: February 1, 2022</p> | <p>Managing in the Public Sector: Managing Effectively</p> <p>Readings: Henry Mintzberg, <i>Managing</i>, San Francisco: Berrett-Koehler Publishers, Inc., 2009 (pages 195 – 235).</p> <p>Howard E. McCurdy, “Can Government Organizations Learn and Change?” <i>Administration Review</i>, March/April 2011, 316-319.</p> |
| <p>Week 6: February 8, 2022</p> | <p>Leadership Role of the Chief Administrative Officer</p> <p>Readings: 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> <p>Guest Speaker (4:30 pm live session via zoom): 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> |

| Date | Content |
|--|--|
| <p>Week 7: February 15, 2022</p> <p>Seminar Week</p> | <p>Creating Public Value</p> <p>Reading: 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> <hr/> <p>Group Seminar #3</p> |
| <p>Week of February 22, 2022 is reading week – NO classes this week</p> | |
| <p>Week 8: March 1, 2022</p> | <p>Community and Citizen Engagement</p> <p>Readings: 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>Week 9: March 8, 2022</p> <p>Seminar Week</p> | <p>The Use of Consultants, Contracting Out, and Interlocal Agreements</p> <p>Readings: 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>Anthony Boardman, Matti Siemiatycki, and Aidan Vining, "The Theory and Evidence Concerning Public-Private Partnerships in Canada and Elsewhere," <i>The School of Public Policy Publications (SPPP)</i>, 2016, Vol.9.</p> <p>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> |

| Date | Content |
|---|--|
| | Group Seminar #4 |
| Week 10: March 15, 2022 | Strategic Planning, Performance Management, Quality, and Innovation Guest Speaker (4:30 pm live session via zoom): Rosanna Wilcox, Director, Service, Innovation and Performance, City of London Readings: 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. 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. Mehmet A. Demircioglu, "Reinventing the Wheel? Public Sector Innovation in the Age of Governance," <i>Public Administration Review</i> , 2017, 77(5), 800-805. |
| Week 11: March 22, 2022 Seminar Week | Group Seminar #5 Group Seminar #6 |
| Week 12: March 29, 2022 | Putting it all Together |

COURSE REQUIREMENTS AND RESPONSIBILITIES

1. Seminar: Selected Topics

Weight: 25%

Weeks 3, 4, 7, 9 and 11 of this course will include a 40 minute seminar, each of which will be led by a different group of students. These seminars will provide an opportunity to explore other thought leaders and current topics in the area of management. Students will participate in the development and presentation of one seminar over the course. These seminars are designed to stimulate discussion and highlight points/issues related to the topic, using practical examples. A list of potential seminar topics will be distributed in the first class. The following dates will include a seminar:

- January 18
- January 25
- February 15
- March 8
- March 22

2. Assignment #2: Henry Mintzberg's Approach to Management **Weight: 25%**

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: Sunday, February 13, 2022 (via email)

3. Research Paper: Case in Municipal Management **Weight: 35%**

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 major paper should demonstrate the student's ability to apply the knowledge learned in the class. The page length for the major paper should not exceed 3,000 words (word-processed and double-spaced).

Due Date: Monday, April 18, 2022 (via email)

4. Contributions to Learning **Weight: 15%**

Students are assessed on their continuous contributions to learning which includes his/her/their meaningful contribution to learning in class exercises and discussions. 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.