

Local Government Program - Department of Political Science
Western University
Public Administration 9904 / Political Science 4904
Local Government Management
June 2-6, 2014

Instructor: Carol-Lynn Chambers Contact: (519) 466-1406 or e-mail: cchambe5@uwo.ca
Class Location: Room 4255, Social Science Centre (CHECK PRIOR TO COURSE)
Class Schedule: 9:00 –12:00 and 1:00 - 4:00 daily
Office: Room 4226A (Local Government Library)

Course Objectives

Drawing upon theories and research findings in the fields of public administration, management and organizational behaviour, we will examine management issues and approaches in local government organizations in a changing environment. Topics include managing publicly, administrative strategy, working with communities, leadership, outsourcing, partnerships and value/performance measurement in local government. The theory and practice of democratic participation and organizational change are major themes of the course.

Method

The course will be delivered through lectures, discussion, case studies/examples and student-centred seminars/presentations.

Course Preparation

It is essential to complete the assigned readings prior to the classes for which they are assigned and to prepare ahead of class for your selected seminars and in-class discussions.

Course Requirements

Student-Centered Seminars and Discussion Groups 25%

- To be presented in class; for dates, see the course outline.
- You are asked to sign up for one of the five seminar topics (noted beside topic) listed on the course outline and do some preliminary preparations prior to your arrival on campus.
- The first evening on campus, seminar groups will meet to plan their presentations.
- You will also sign up for one of the four Discussion Groups and prepare for a roundtable discussion on the topic chosen.

Final Exam (2 hours, Thursday, June 5th) 40%

- Essay-style, in class. Covers assigned readings and class materials. The class will participate in identifying the exam topics and questions. Students will have a choice of exam questions.

Assignment 25%

Take-away Essay - case study or analysis (instructions provided in-class)
Submit by **June 30, 2014** by email to cchambe5@uwo.ca

Contribution 10%

Students will be expected to participate actively in contributing to the learning during in-class discussions, by posing questions and offering reflections arising from the assigned readings. Individual perspectives on and analysis of readings, as well as sharing of work-related examples and applications, will help create a productive and interesting learning environment.

COURSE OVERVIEW

Part 1: Management and Leadership in the Public Sector

- Leading vs. Managing (“Steering vs. Rowing”)
- Managing “Normatively”

Part 2: Managing Policy and Programs – The Business of Government

- Serving the Public
- Policy Leadership
- Managing Municipal Programs and Services
- Impact of Information Technology and E-Governance on Organizational Behaviour

Part 3: Looking Outside - Managing on the Edges

- Power and Politics - SEMINAR GROUP 1
- Public Administration and Community Engagement - SEMINAR GROUP 2

Part 4: Service Delivery – Alternatives to DIY

- Use of Consultants, Alternative Service Delivery SEMINAR GROUP 3
- Horizontal Management, Networks, and Partnerships SEMINAR GROUP 4

Part 5: Measuring What We Do – Leaving a Mark

- Performance Measurement & Creating Public Value - SEMINAR GROUP 5

Part 6: Steering Change

- Learning and Adaptive Organizations
- Organizational Change and Agility
- Sustaining the Momentum

Required Readings

1. Textbooks (purchase from UWO Bookstore):

- Rainey, Hal G. (Hal Griffin), Understanding and managing public organizations, Jossey-Bass, 4th Edition 2009. (Later edition acceptable but must be cross-referenced with specified readings)

2. Reading Package (purchase Custom Course Book from UWO Bookstore)

GUIDELINES FOR SEMINARS

Objectives:

- To apply concepts of the course to local government examples or settings (you are encouraged to draw upon your experience and knowledge);
- To identify and pose significant and controversial issues;
- To contribute to the learning of the class by stimulating thought, insight, understanding, and response to the seminar content;
- To give class members an opportunity to pursue issues or topics that are interesting and important to them as individuals, and to develop their own analysis and understanding of these topics, within the framework of the course;
- To give each class member the learning experience of planning and delivering an oral presentation designed with the above objectives in mind; and
- To provide interesting and creative learning experiences for the class.

Instructions:

1. There are five seminar topics listed on your course outline. Please select one, after looking over the assigned readings on the topics and reflecting on what you might be able to offer based on your work experience and knowledge.
2. Please register your choice by emailing the sign-up sheet to Carol-Lynn Chambers at cchambe5@uwo.ca no later than **May 16th**. Include your contact information so that the instructor may confirm your selection and advise you of others in your seminar group.
3. When you arrive at Western for the course, bring some ideas and any materials you think might be useful for your seminar presentation, including a memory stick.
4. Make use of assigned readings related to this topic, from the course outline.
5. Arrange to meet with your seminar team **during the evening on the first day** of the course to plan your seminar.
6. You are encouraged to work out a program that will include exercises and/or discussions in which the whole class can participate, presentations, or any combination your group thinks is appropriate. It is not expected that each member of the seminar group will spend exactly the same amount of making an individual presentation.
7. Your team is encouraged to use the seminar time in whatever ways you think will provide a high quality learning experience for your colleagues, as well as an interesting and enjoyable time for all.

The seminars are a highlight of the course – we are all looking forward to yours.

GUIDELINES – DISCUSSION GROUPS

There are four discussion groups listed on your course outline. These are designed to stimulate discussion and synthesize points/issues related to one or more aspects of the course (also noted on the course outline), using practical examples.

Objectives of the discussion groups are similar to the Seminar, but are less formalized.

Instructions:

1. Sign up for one of the four case studies. (same instructions for emailing selection by **May 16th**). Your selection will be confirmed in advance of the course.
2. Review the applicable readings in advance of the course.
3. When you arrive at Western, arrange to meet with others in your group in advance of the last day of the course.
4. Organize and facilitate an informal panel dialogue on the question(s) posed. Be prepared to highlight examples related to the topic and discuss controversial issues.
5. Panelists are encouraged to take different points of view on the case, and to engage other members of the class in the discussion.

SEMINAR and DISCUSSION SIGN-UP FORM

PLEASE EMAIL THIS PAGE TO C.L. CHAMBERS AT cchambe5@uwo.ca BY MAY 16, 2014.

1. SEMINAR (sign up for one of the following five – check appropriate boxes for 1 first choice and 1 second choice)

- | 1st | 2nd | |
|--------------------------|--------------------------|--|
| <input type="checkbox"/> | <input type="checkbox"/> | Power and Politics (SEMINAR TOPIC #1) |
| <input type="checkbox"/> | <input type="checkbox"/> | Public Administration and Community Engagement (SEMINAR TOPIC #2) |
| <input type="checkbox"/> | <input type="checkbox"/> | Use of Consultants, Alternative Service Delivery (SEMINAR TOPIC #3) |
| <input type="checkbox"/> | <input type="checkbox"/> | Horizontal Management, Networks, and Partnerships (SEMINAR TOPIC #4) |
| <input type="checkbox"/> | <input type="checkbox"/> | Performance Measurement & Creating Public Value (SEMINAR TOPIC #5) |

2. Group Discussion (sign up for one of the following, indicating 1 first choice and 1 second choice)

- | 1st | 2nd | |
|--------------------------|--------------------------|--|
| <input type="checkbox"/> | <input type="checkbox"/> | Group 1: E-Government and Social Media – Are we keeping up? |
| <input type="checkbox"/> | <input type="checkbox"/> | Group 2: Strategic Capacity of Council-Manager Municipalities? |
| <input type="checkbox"/> | <input type="checkbox"/> | Group 3: Local Government’s Capacity for Innovation and Risk-taking? |
| <input type="checkbox"/> | <input type="checkbox"/> | Group 4: Learning Organizations or Reconstituting the Past? |

Your Name: _____

Email Address: _____