

Western University  
Department of Political Science  
**Local Government Management**  
Public Administration 9904b  
Winter 2014

Thursdays, 11:00 am to 1:00 pm  
2<sup>nd</sup> Floor, City Hall (300 Dufferin Avenue)

**Note:** Class in week 5 will be held on the Tuesday morning at 9:30 am (February 4, 2014).  
There will be no class on the Thursday

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### **COURSE DESCRIPTION**

Drawing upon theories and research findings in public administration and management, we examine administrative approaches, issues and debates arising in local governments in a changing environment. Topics include managing publicly, administrative strategy, working with communities, leadership, outsourcing, partnerships and value and performance measurement in local government.

### **METHODS**

The course will be taught through lectures, discussion, case studies, exercises, field trips and student presentations. Students will be expected to be able to discuss the assigned readings for each of the topics.

### **TEXTS**

The main textbook for the course is:

Henry Mintzberg and Jacques Bourgeault, Managing Publicly, Toronto: Institute of Public Administration of Canada, 2000.

Other readings will be available electronically via the Western Library system or OWL or will be available in the Allan O'Brien Local Government Library for photocopying.

## COURSE OUTLINE

Date	Content
<p><b>Week 1:</b> January 9, 2014</p>	<p><b>Orientation to the Course</b> <b>Approaches to Management</b></p> <p><b>Readings:</b></p> <ul style="list-style-type: none"> <li>▪ Henry Mintzberg and Jacques Bourgeault, <u>Managing Publicly</u>, Toronto: Institute of Public Administration of Canada, 2000 (pages 1 – 28 and 101 – 176).</li> </ul>
<p><b>Week 2:</b> January 16, 2014</p>	<p><b>Approaches to Management</b> <b>Managing on the Edges</b></p> <p><b>Readings:</b></p> <ul style="list-style-type: none"> <li>▪ Mercer Delta, “The First 100 Days: The New CEO’s Challenge,” Mercer Delta Consulting, LLC, 2001.</li> <li>▪ Henry Mintzberg and Jacques Bourgeault, <u>Managing Publicly</u>, Toronto: Institute of Public Administration of Canada, 2000 (pages 29 - 79).</li> </ul>
<p><b>Week 3:</b> January 23, 2014</p> <p><b>Seminar Week</b></p>	<p><b>Managing Normatively</b></p> <p><b>Readings:</b></p> <ul style="list-style-type: none"> <li>▪ Henry Mintzberg and Jacques Bourgeault, <u>Managing Publicly</u>, Toronto: Institute of Public Administration of Canada, 2000 (pages 29 - 79).</li> </ul>
<p><b>Week 4:</b> January 30, 2014</p> <p><b>Seminar Week</b></p>	<p><b>Managing Policy</b></p> <p><b>Readings:</b></p> <ul style="list-style-type: none"> <li>▪ Henry Mintzberg and Jacques Bourgeault, <u>Managing Publicly</u>, Toronto: Institute of Public Administration of Canada, 2000 (pages 80 - 98).</li> </ul>
<p><b>Week 5:</b> February 4, 2014</p> <p><b>Note: The class will be held on TUESDAY and will start at 9:30 am</b></p>	<p><b>Public Administration in Action: The City of London’s Senior Leadership Team</b></p> <p><b>Field Trip:</b> Senior Leadership Team Meeting at the City of London. The class will be held at City Hall (300 Dufferin Avenue) on the 2<sup>nd</sup> floor.</p>

Date	Content
<p><b>Week 6:</b> February 13, 2014</p>	<p><b>Public Administration and Community Engagement</b></p> <p><b>Readings:</b></p> <ul style="list-style-type: none"> <li>▪ John Nalbadian, "Facilitating Community, Enabling Democracy: New Roles for Local Government Managers," <i>Public Administration Review</i>, May/June 1999, 59(3), 187 – 197.</li> <li>▪ Don Lenihan, "Rethinking the Public Policy Process: A Public Engagement Framework," Public Policy Forum, Ottawa, Canada, May 2009.</li> <li>▪ Community Engagement Task Force <a href="http://www.london.ca/engage">http://www.london.ca/engage</a></li> </ul>
<p><b>Week 7:</b> February 27, 2014</p> <p><b>Seminar Week</b></p>	<p><b>The Use of Consultants, Alternative Service Delivery and Partnerships in Local Government</b></p> <p><b>Readings:</b></p> <ul style="list-style-type: none"> <li>▪ 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.</li> <li>▪ Eric Deakins and Stuart Dillon, "Management consultant (process) performance in local government," <i>International Journal of Public Sector Management</i>, 2006, 19(1), 40 – 56.</li> <li>▪ Berkeley Consulting and Andrew Sancton Consulting, "Corporate Review: Municipality of Chatham-Kent, Final Report," April 2, 2008.</li> <li>▪ Mildred E. Warner and Amir Hefetz, "Managing Markets for Public Service: The Role of Mixed Public-Private Delivery of City Services," <i>Public Administration Review</i>, Jan/Feb 2008, 68(1), 155 - 166.</li> <li>▪ Amir Hefetz and Mildred Warner, "Privatization and its Reverse," <i>Journal of Public Administration Research and Theory</i>, 2004, 14(2), 171 – 190.</li> <li>▪ City of London, Child and Youth Agenda <a href="http://www.london.ca/d.aspx?s=/Child_Care/childandyouthagenda.htm">http://www.london.ca/d.aspx?s=/Child_Care/childandyouthagenda.htm</a></li> <li>▪ North London Community Recreation Centre <a href="http://www.london.ca/d.aspx?s=/Sports_and_Recreation/north_centre.htm">http://www.london.ca/d.aspx?s=/Sports_and_Recreation/north_centre.htm</a></li> </ul>

Date	Content
<p><b>Week 8:</b> <b>March 6, 2014</b></p> <p><b>Seminar Week</b></p>	<p><b>Performance Measurement and Creating Public Value in Local Government</b></p> <p><b>Readings:</b></p> <ul style="list-style-type: none"> <li>▪ 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.</li> </ul>
<p><b>Week 9:</b> <b>March 13, 2014</b></p>	<p><b>Challenges and Opportunities in Local Government Administration</b></p> <p><b>Guest Speaker: Jeff Fielding, City Manager, City of Burlington</b></p>
<p><b>Week 10:</b> <b>March 20, 2014</b></p> <p><b>Seminar Week</b></p>	<p><b>Managing Municipal Programs and Services</b></p> <p><b>Readings:</b></p> <ul style="list-style-type: none"> <li>▪ District of Maple Ridge: <a href="http://www.mapleridge.ca/EN/main/municipal/budget_business.html">http://www.mapleridge.ca/EN/main/municipal/budget_business.html</a></li> <li>▪ Pitt Meadows: <a href="http://www.pittmeadows.bc.ca/EN/main/cityhall/765.html">http://www.pittmeadows.bc.ca/EN/main/cityhall/765.html</a></li> </ul>
<p><b>Week 11:</b> <b>March 27, 2014</b></p>	<p><b>Managing Effectively</b></p> <p><b>Readings:</b></p> <ul style="list-style-type: none"> <li>▪ Jeffrey D. Ford and Laurie W. Ford, "Stop Blaming Resistance to Change and Start Using It," <i>Organizational Dynamics</i>, 39(1), 24-36.</li> <li>▪ Howard E. McCurdy, "Can Government Organizations Learn and Change?" <i>Administration Review</i>, March/April 2011, 316-319.</li> <li>▪ Henry Mintzberg, <i>Managing</i>, San Francisco: Berrett-Koehler Publishers, 2009 (pages 195 – 219).</li> </ul>
<p><b>Week 12:</b> <b>April 3, 2014</b></p>	<p><b>Student Presentations on Final Papers</b></p>

## **COURSE REQUIREMENTS AND RESPONSIBILITIES**

### **1. Seminar: Selected Topics**

**Weight: 20%**

Weeks 3, 4, 7, 8, and 10 of this course will include a one hour seminar, each of which will be led by a different group of students. These one hour 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 23	March 6
January 30	March 20
February 27	

### **2. Assignment #1: Henry Mintzberg's Approach to Management**

**Weight: 35%**

Students will attend the Senior Leadership Team Meeting at the City of London (Tuesday, February 4, 2014 at 9:30 am). From observing this meeting, students will write a paper that describes their observations and provides a critical analysis of this meeting based on Mintzberg's approach to management. The paper should include the following:

1. Provide a synopsis of Mintzberg's approach to management.
2. Provide a brief introduction to the Senior Leadership Team Meeting.
3. Provide a critical analysis of the meeting based on Mintzberg's approach to management.
4. The page length for each submission should not exceed 2,000 words (word-processed and double-spaced).

**Due Date: Thursday, February 13, 2014**

### **3. Paper and Informal Presentation: 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).

The student will provide an informal presentation of his/her paper at the final class of the course (April 3, 2014). The student will have approximately 5 minutes to present to the rest of the class.

The web contains many serious analyses of cases in municipal management. Some examples are:

RIM Park Financing Inquiry (City of Waterloo)  
[http://www.waterlooinquiry.ca/final\\_report.asp](http://www.waterlooinquiry.ca/final_report.asp)

Toronto Computer Leasing Inquiry  
<http://www.toronto.ca/inquiry/index.htm>

City of Ottawa Auditor-General's Reports

[http://www.ottawa.ca/city\\_hall/mayor\\_council/auditor\\_general/audit\\_reports/index\\_en.html](http://www.ottawa.ca/city_hall/mayor_council/auditor_general/audit_reports/index_en.html)

City of Toronto Auditor-General's Reports

<http://www1.toronto.ca/wps/portal/toronto/landing?vgnextoid=0428aac904140310VgnVCM1000003dd60f89RCRD>

Walkerton Inquiry

<http://www.walkertoninquiry.com/>

**Due Date: Thursday, April 3, 2014**

**4. Contributions to Learning**

**Weight: 10%**

Students are assessed on their continuous contributions to learning which includes his/her 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 7 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.