

Western University
Department of Political Science
Local Government Management
Public Administration 9904b
Winter 2015

Thursdays 11am-1pm
Committee Room 4, London City Hall

Instructor: Joe Lyons
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Course Information

Calendar 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 case material that requires them to apply insights from management and public administration literature to real-world local government settings.

Course objectives: This course provides an overview of selected research and issues in the field of local government management.

Course Organization: The course will consist of a combination of lectures, student debates, and class discussions

Readings and Materials: All assigned readings will be available electronically, either through the course's OWL site or on-line. Assigned reading should be done **Before** the class in which it is to be discussed.

Requirements

1. *Class Participation.* Two items make up the class participation grade:
 - a. Attendance and Participation. You must attend all classes, keep up with the readings, and participate during discussions. If you are unable to attend a particular class, you should advise the instructor in advance.
 - b. Structured Debates. You will be required to participate in at least two structured debates throughout the term. Students will sign up for topics during the first class. The specific debate propositions will be assigned the week before they are to be discussed. Each student will speak about their position for approximately five minutes. Afterwards, the debate will be opened up to the rest of the class.

2. *Research Project*. In consultation with the instructor, students should choose a research topic related to any of the topics covered below. Two items make up the research project grade:

a. Research Proposal. Students will submit a 1,000-word research proposal by **February 26**. The aim of the research proposal is to focus your research question and develop a strategy for completing the rest of your project. Proposals should include: a statement of your research question, a brief literature review of relevant theoretical and empirical research, a plan for completing the rest of the project, and a short bibliography (about 5-7 sources, not including course material) of the work that you have consulted so far.

b. Research Essay. The final component of your research project will be a research paper on your chosen topic. This paper should be approximately 3,000 words in length and must be submitted by **April 16th at the latest**. The task of this paper is to develop an answer to your research question that draws on the theoretical and empirical literature that we have looked at in the course, and provides empirical evidence from one or more cases.

Note: Overdue submissions will be penalized **two percentage points** for each day (including weekends) that the paper is late. Extensions will be granted only in the event that written confirmation of any extenuating circumstances is provided.

Evaluation:

- 1. Participation: 35%
- 2. Research Project:
 - a. Proposal 15%
 - b. Paper 50%

Note on academic offences and plagiarism:

Scholastic offences are taken seriously and students are directed to read the appropriate policy, specifically, the definition of what constitutes a Scholastic Offence, at:

http://www.uwo.ca/univsec/pdf/academic_policies/appeals/scholastic_discipline_grad.pdf

Note for students with disabilities:

Please contact poliscie@uwo.ca if you require any information in plain text format, or if any other accommodation can make the course material and/or physical space accessible to you.

Course Schedule and Required Readings

Jan. 8 **Organization and Introduction**

Readings: Mintzberg, Henry. 2000. *Managing*. In Henry Mintzberg and Jacques Bourgoult, eds. *Managing Publicly*. Toronto: Institute of Public Administration of Canada.

Jan. 15 **Public Management Theories**

Readings: Frederickson, H. George et al. 2012. *The Public Administration Theory Primer*,

- 2nd edition. Boulder, CO: Westview Press, chapter 5
- Hood, Christopher. 1991. A Public Management for all Seasons? *Public Administration* 69(1): 3-19
- Denhardt, Robert B. and Janet V. Denhardt. 2000. The New Public Service: Steering Rather than Rowing. *Public Administration Review* 60(6): 549-59.

Jan. 22 **The Role of the CAO**

- Readings: Siegel, David. 2010. The Leadership Role of the Chief Administrative Officer. *Canadian Public Administration* 53(2): 139-61. (skim for review)
- Siegel, David. Forthcoming. *Leaders in the Shadows: The Leadership Qualities of Chief Administrative Officers*. Toronto: University of Toronto Press, drafts of chapters 4 & 7.

Jan. 29 **Leadership**

- Readings: Van Wart, Montgomery. 2011. *Dynamics of Leadership in Public Service*, 2nd edition. Armonk, NY: M.E. Sharpe, Inc., chapter 1.
- Kellerman, Barbara. 2008. *Followership: How Followers are Creating Change and Changing Leaders*. Boston, MA: Harvard Business Press, chapter 4.
- Adler, Joseph. 2009. Motivating and Managing the Public Sector Workforce: Challenges and Opportunities. In *Inside the Minds: Emerging Issues in State and Local Government Employment*. Boston, MA: Aspatore Books

Feb. 5 **Ethics and Values**

- Readings: Kernaghan, Kenneth. 1994. The Emerging Public Service Culture: Values, Ethics, and Reforms. *Canadian Public Administration* 37(4): 614-30.
- Schwartz, Robert. 2013. Public Service Morals and Ethics: Thin and Thick Dilemmas in Routine and Critical Situations. In H. George Frederickson and Richard K. Ghere, eds. *Ethics in Public Management*, 2nd edition. Armonk, NY: M.E. Sharpe, Inc.
- Walkerton Commission of Inquiry. 2002. *Part One of the Report of the Walkerton Inquiry*. Toronto: Queen's Printer, chapter 5

Feb. 12 **Council-Staff Relations**

- Readings: Mouritzen, Poul Erik and James H. Svara. 2002. *Leadership at the Apex: Politicians and Administrators in Western Local Governments*. Pittsburgh: University of Pittsburgh Press, chapter 2.
- Boyne, George A. et al. 2010. Does Political Change Affect Senior Management Turnover? An Analysis of Top-Tier Local Authorities in England. *Public Administration* 88(1): 136-53.
- Bascaramurty, Dakshana. 2014. New Brampton Mayor Asks for Provincial

Scrutiny of City Bureaucracy. *Globe and Mail*, December 12.

Feb. 19 **No Class – Reading Week**

Feb. 26 **Community and Citizen Engagement**

Readings: Timney, Mary. 2011. Models of Citizen Participation: Measuring Engagement and Collaboration. In Cheryl Simrell King, ed. *Government is US 2.0*. Armonk, NY: M.E. Sharpe.
Nalbandian, John. 2005. Professionals and the Conflicting Forces of Administrative Modernization and Civic Engagement. *American Review of Public Administration* 35(4): 311-26.
Katherine A. H. Graham. 2015. The Paradox of Participation: An Overview of Public Participation and Local Government in Canada. In Andrew Sancton and Chen Zhenming, eds. Boca Raton, FLA: CRC Press.

Mar. 5 **Managing Change**

Readings: Fernandez, Sergio and Hal G. Rainey. 2006. Managing Successful Organizational Change in the Public Sector. *Public Administration Review* 66(2): 168-76.
Tummers, Lars. 2011. Explaining the Willingness of Public Professionals to Implement New Policies: A Policy Alienation Framework. *International Review of Administrative Sciences* 77(3): 555-81.
Hudes, Sammy. 2014. Toronto's Long and Winding Journey to Roll Out the Presto Pass will Continue, 17 Years after Hong Kong did it. *National Post*, June 25.

Mar. 12 **Performance Management**

Readings: Wichowsky, Amber and Donald P. Moynihan. 2008. Measuring How Administration Shapes Citizenship: A Policy Feedback Perspective on Performance Management. *Public Administration Review* 68(5): 908-20.
Stoker, Gerry. 2006. Public Value Management: A New Narrative for Networked Governance? *American Review of Public Administration* 36(1): 41-57.
Moore, Mark H. 2013. *Recognizing Public Value*. Cambridge, MA: Harvard University Press, chapter 2

Mar. 19 **Contracting Out and Inter-local Agreements**

Readings: Ohmeng, Frank K. and John K. Grant. 2008. When Markets Fail to Deliver: An Examination of the Privatization and De-Privatization of Water and Wastewater Services Delivery in Hamilton, Canada. *Canadian Public Administration* 51(3): 475-99.
Vining, Aidan R. and Anthony E. Boardman. 2008. Public-Private Partnerships in Canada: Theory and Evidence. *Canadian Public Administration* 51(1): 9-44.

Spicer, Zachary. 2014. The Ties that Bind? Exploring the Dynamics of Intermunicipal Agreement Formation between Separated Cities and Counties. *Canadian Public Policy* 40(3): 245-58.

Mar. 26 **Dysfunction and Corruption**

Readings: Jurkiewicz, Carole L. 2013. The Anatomy of Ethical Dysfunction. In H. George Frederickson and Richard K. Ghere, eds. *Ethics in Public Management*, 2nd edition. Armonk, NY: M.E. Sharpe, Inc.
Graycar, Adam and Diego Villa. 2011. The Loss of Governance Capacity through Corruption. *Governance* 24(3): 419-38.
Additional reading to be assigned pending release of the report of the Charbonneau Commission.

Apr. 2 **Group Work: What Went Wrong?**

Readings: TBA

Apr. 9 **TBD**