

Western University  
Department of Political Science  
**Local Government Management**  
Public Administration 9904L  
Summer 2019

June 3-7: 9-12:00; 1-4:00  
Room 4255, Social Science Centre

Instructor: Joe Lyons  
Office: 4162 SSC  
Office hours: by appointment  
E-mail: [jlyons7@uwo.ca](mailto:jlyons7@uwo.ca)  
Phone: 519-661-2111, ext. 85168

---

### **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, case studies, and class discussions

**Readings and Materials:** Students should obtain their own copy of the following book, which is available in the university bookstore:

Siegel, David. 2015. *Leaders in the Shadows: The Leadership Qualities of Municipal Chief Administrative Officers*. Toronto: UTP.

All other assigned readings will be available through Western Libraries or the course's OWL site. 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 the case studies and 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 one structured debate. The debate propositions are posted on OWL. Please e-mail me a ranked list of three propositions that you are interested in supporting by **Wednesday, May 29<sup>th</sup> at the latest**. I will assign propositions based on these lists. You will be informed of which debate proposition you will be supporting by Thursday, May 30<sup>th</sup>.

Every debate will feature two contradictory propositions, with each student speaking in support of their assigned proposition for approximately five minutes. Afterwards, the debate will be opened to the rest of the class. You must also submit **a one-page, point-form summary of your main arguments**. This is due immediately before your debate.

The debate propositions are related closely to the assigned readings for the class in which they will be discussed. There is no need to consult additional readings when constructing your arguments, but students are encouraged to bring in examples from their own experiences where appropriate.

2. *In-class Assignment: Selected Case Activities.* To be completed **on the morning of Friday, June 7<sup>th</sup>**. Further instructions will be given in class.

3. *Final Paper.* Students must submit a 2,500-3,000-word paper by **Monday, June 24<sup>th</sup>**. You must choose one of the following two options:

a. Under **option one**, students write an essay using one of the assigned debate propositions as their central thesis. Students are encouraged to draw heavily from the assigned readings but will need to consult outside sources as well.

b. Under **option two**, students write an extended book review of *Leaders in the Shadows*. The first section of this essay (no more than one third of the total length) will describe the book's main arguments and summarize the approach taken. The rest of the essay will evaluate the book's arguments, using material from the course. Students should reference **as many relevant course readings as possible**. Students choosing this option are not required to reference sources beyond the assigned readings.

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

#### **Evaluation:**

|                              |     |
|------------------------------|-----|
| 1. Class Participation:      |     |
| Attendance and Participation | 25% |
| Structured Debates           | 10% |
| 2. In-class Assignment:      | 25% |
| 3. Final Paper:              | 40% |

#### **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](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**

June 3 a.m.    **Managing in the Public Sector**

Readings:    Mintzberg, Henry. 2013. *Simply Managing: What Managers Do – And Can Do Better*. San Francisco: Barret-Koehler Publishers, Inc., chapter 3.  
Hughes, Owen. 1998. *Public Management and Administration: An Introduction*, 2<sup>nd</sup> edition. New York: St. Martin’s Press, chapter 3.  
Denhardt, Robert and Janet Denhardt. 2000. The New Public Service: Steering Rather than Rowing. *Public Administration Review* 60(6): 549-59.

June 3 p.m.    **The Leadership Role of the CAO**

Readings:    Siegel, chapter 1.  
Van Wart, Montgomery. 2015. Evaluating Transformational Leaders: The Challenging Case of Eric Shinseke and the U.S. Department of Veterans Affairs. *Public Administration Review* 75(5): 760-69.  
Paarlberg, Laurie and Bob Lavigna. 2010. Transformational Leadership and Public Service Motivation: Driving Individual and Organizational Performance. *Public Administration Review* 70(5): 710-789.

Case study:    Hiring a CAO

June 4 a.m.    **Council-Staff Relations**

Readings:    Mouritzen, Poul Erik and James Svara. 2002. *Leadership at the Apex: Politicians and Administrators in Western Local Governments*. Pittsburgh: UPP, chapter 2.  
Wheeland, Craig. 2013. Gregory C. Smith: A Township Manager Effectively Managing Ethical Dilemmas. *Public Integrity* 15(3): 265-81.  
Siegel, chapter 2

Case study:    Creating a Code of Conduct and Lobbyist Registry

June 4 p.m.    **Ethical Dilemmas**

Readings:    Downe, James, Richard Cowell, and Karen Morgan. 2016. What Determines Ethical Behaviour in Public Organizations: Is it Rules or Leadership? *Public Administration Review* 76(6): 898-909.  
Schwartz, Robert. 2013. Public Service Morals and Ethics: Thin and Thick

Dilemmas in Routine and Critical Situations. In H. George Frederickson and Richard Ghere, eds. *Ethics in Public Management*, 2<sup>nd</sup> edition. Armonk, NY: M.E. Sharpe, Inc.

Jurkiewicz, Carole. 2013. The Anatomy of Ethical Dysfunction. In H. George Frederickson and Richard Ghere, eds. *Ethics in Public Management*, 2<sup>nd</sup> edition. Armonk, NY: M.E. Sharpe, Inc.

Case study: Blowing the Whistle

June 5 a.m. **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.

Irvin, Renée and John Stansbury. 2004. Citizen Participation in Decision Making: Is it Worth the Effort? *Public Administration Review* 64(1): 55-65  
Siegel, chapter 4.

Case study: Constructing A Complete Street

June 5 p.m. **Managing Change**

Readings: Fernandez, Sergio and Hal Rainey. 2006. Managing Successful Organizational Change in the Public Sector. *Public Administration Review* 66(2): 168-76.

Mitchell, David. 2018. To Monitor or Intervene? City Managers and the Implementation of Strategic Initiatives. *Public Administration* 96(1): 200-17.  
Siegel, chapter 6.

June 6 a.m. **Performance Management**

Readings: Hildebrand, Rachel and James David. 2011. Joining Public Accountability and Performance Management. *Canadian Public Administration* 54(1): 41-72.

Wichowsky, Amber and Donald Moynihan. 2008. Measuring How Administration Shapes Citizenship: A Policy Feedback Perspective on Performance Management. *Public Administration Review* 68(5): 908-20.  
Siegel, chapter 3.

Guest speaker: Rob Adams, MPA, CAO Municipality of Grey Highlands

June 6 p.m. **Contracting Out and Interlocal Agreements**

Readings: Boardman, Anthony, Matt Siemiatycki, and Aidan Vining. 2016. The Theory and Evidence Concerning Public-Private Partnerships in Canada and Elsewhere. *University of Calgary SPP Research Papers* 9(2).

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.  
Siegel, chapter 5.

Case studies: Privatizing Service Delivery and Negotiating an Inter-Municipal Water Agreement

June 7 a.m. **In-class Assignment**

June 7 p.m. **Wrap-up and Essay Assistance**

Readings: Siegel, chapter 7.