

Western University  
Department of Political Science  
**Local Government Management**  
Public Administration 9904  
Winter 2020

Thursdays, 11:30 am to 1:30 pm  
A.J. Tyler Operations Centre, Training Centre, General Training Room (663 Bathurst Street)

**Note:**

There is no class the week of February 6, 2020. This week you will complete the in-field portion (job shadowing) for Assignment #1.

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**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. Topics include managing publicly, administrative strategy, working with communities, leadership, outsourcing, partnerships, value, and performance measurement in local government.

**METHODS**

The course will be taught through lectures, discussion, case studies, exercises, guest speakers, 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 OWL.

**COURSE OUTLINE**

<b>Date</b>	<b>Content</b>
<p><b>Week 1:</b> January 9, 2020</p>	<p><b>Orientation to the Course</b> <b>Approaches to Management</b></p> <p><b>Readings:</b> Henry Mintzberg and Jacques Bourgeault, <u>Managing Publicly</u>, Toronto: Institute of Public Administration of Canada, 2000 (pages 1 – 28) (pages 101 – 176 - supplementary).</p>
<p><b>Week 2:</b> January 16, 2020</p>	<p><b>Approaches to Management</b> <b>Managing on the Edges</b></p> <p><b>Readings:</b> Mercer Delta, “The First 100 Days: The New CEO’s Challenge,” Mercer Delta Consulting, LLC, 2001.</p> <p>Henry Mintzberg and Jacques Bourgeault, <u>Managing Publicly</u>, Toronto: Institute of Public Administration of Canada, 2000 (pages 29 - 51).</p>
<p><b>Week 3:</b> January 23, 2020</p> <p><b>Seminar Week</b></p>	<p><b>Managing Normatively</b></p> <p><b>Readings:</b> Henry Mintzberg and Jacques Bourgeault, <u>Managing Publicly</u>, Toronto: Institute of Public Administration of Canada, 2000 (pages 52 - 79).</p> <p>Kenneth Kernaghan, “The Post-Bureaucratic Organization and Public Service Values,” <i>International Review of Administrative Sciences</i>, 2000, 66, 99-104.</p> <p><b>Group Seminar #1</b></p>
<p><b>Week 4:</b> January 30, 2020</p> <p><b>Seminar Week</b></p>	<p><b>Managing Policy</b></p> <p><b>Readings:</b> Henry Mintzberg and Jacques Bourgeault, <u>Managing Publicly</u>, Toronto: Institute of Public Administration of Canada, 2000 (pages 80 - 98).</p> <p><b>Group Seminar #2</b></p>

Date	Content
<b>Week 5:</b> <b>February 6, 2020</b>	<b>NO CLASS this week.</b> Week to complete Assignment #1 job shadowing.
<b>Week 6:</b> <b>February 13, 2020</b>	<b>Community and Citizen Engagement</b>  <b>Readings:</b> John Nalbadian, "Facilitating Community, Enabling Democracy: New Roles for Local Government Managers," <i>Public Administration Review</i> , May/June 1999, 59(3), 187 – 197.  Don Lenihan, "Rethinking the Public Policy Process: A Public Engagement Framework," <i>Public Policy Forum</i> , Ottawa, Canada, May 2009.  Renee Irvin, John Stansbury, "Citizen Participation in Decision Making: Is It Worth the Effort?" <i>Public Administration Review</i> , Jan/Feb 2004; 64 (1), 55-65.  Marcia L. Godwin, "Studying Participatory Budgeting: Democratic Innovation or Budgeting Tool?" <i>State and Local Government Review</i> , 2018, 50(2), 132-144.  Joanne Heritz, "From self-determination to service delivery: Assessing Indigenous inclusion in municipal governance in Canada," <i>Canadian Public Administration</i> , Dec 2018, 61(4), 596-615.
<b>Week of February 20, 2020 is reading week – NO classes this week</b>	
<b>Week 7:</b> <b>February 27, 2020</b>  <b>Seminar Week</b>	<b>The Use of Consultants, Alternative Service Delivery, and Partnerships in Local Government</b>  <b>Readings:</b> 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.  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.  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.

Date	Content
	<p>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.</p> <p>Amir Hefetz and Mildred Warner, "Privatization and its Reverse," <i>Journal of Public Administration Research and Theory</i>, 2004, 14(2), 171 – 190.</p>
<p><b>Week 8:</b> <b>March 5, 2020</b></p> <p><b>Seminar Week</b></p>	<p><b>Creating Public Value in Local Government</b></p> <p><b>Readings:</b> 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>
<p><b>Week 9:</b> <b>March 12, 2020</b></p> <p><b>Seminar Week</b></p>	<p><b>Strategic Planning, Performance Measurement, Quality, and Innovation</b></p> <p><b>Guest Speaker:</b> Rosanna Wilcox, Director, Service, Innovation and Performance, City of London</p> <p><b>Readings:</b> 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.</p>
<p><b>Week 10:</b> <b>March 19, 2020</b></p> <p><b>Seminar Week</b></p>	<p><b>Group Seminar #6</b></p> <p><b>Working with Unions</b></p> <p><b>Guest Speaker:</b> Adam Brightling, President CUPE Local 101</p>

Date	Content
	<b>Readings:</b> Robert Christensen, Laurie Paarlberg, and James Perry, "Public Service Motivation Research: Lessons for Practice," <i>Public Administration Review</i> , July 2017, 77(4), 529-542.
<b>Week 11:</b> <b>March 26, 2020</b>	<b>Managing Effectively</b>  <b>Readings:</b> Howard E. McCurdy, "Can Government Organizations Learn and Change?" <i>Administration Review</i> , March/April 2011, 316-319.  Henry Mintzberg, <i>Managing</i> , San Francisco: Berrett-Koehler Publishers, 2009 (pages 195 – 219).
<b>Week 12:</b> <b>April 2, 2020</b>	<b>Student Presentations on Final Papers</b>

**COURSE REQUIREMENTS AND RESPONSIBILITIES**

- 1. Seminar: Selected Topics** **Weight: 20%**
- Weeks 3, 4, 7, 8, 9, and 10 of this course will include a 50 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 23	February 27	March 12
January 30	March 5	March 19

- 2. Assignment #1: Henry Mintzberg’s Approach to Management** **Weight: 30%**
- Students will job shadow a manager in a local government setting. From observing this manager, students will write a paper that describes and provides a critical analysis of their observations 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 manager involved in the job shadowing.
  3. Provide a critical analysis of the job shadowing observations 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 27, 2020 (in class)**

**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/their paper at the final class of the course (April 2, 2020). The student will have approximately five minutes to present to the rest of the class.

**Due Date: Monday, April 13, 2020 (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 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. All work is due in class, unless otherwise specified. In general, the late penalty can be wholly or partially waived only due to medical or family emergencies.