

Western University  
Department of Political Science  
**Local Government Management**  
Public Administration 9904  
June 7 to 11, 2021

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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, and will work through material that requires them to apply insights from management and public administration literature to real-world local government settings.

**METHODS**

The course will be taught online, using both synchronous and asynchronous learning methods. The course will consist of a combination of mini video lectures, small and large group discussion, activities, case studies, and guest speakers.

Each day there will be two live, online sessions. Details about these sessions and how to access them are provided below.

ONLINE SESSIONS	SESSION DETAILS
9:00 am to 10:00 am	Orientation to the course, daily learning reflections
<a href="https://westernuniversity.zoom.us/j/99492095244">https://westernuniversity.zoom.us/j/99492095244</a>	
1:00 pm to 2:30 pm	Group discussion, activities, questions and answers, guest speakers
<a href="https://westernuniversity.zoom.us/j/95598603460">https://westernuniversity.zoom.us/j/95598603460</a>	

**COURSE WEBSITE**

This course makes use of OWL. Please refer to the course website regularly for announcements and course information (<https://owl.uwo.ca/portal>).

## TEXTS

The main textbook for the course is:

Henry Mintzberg, Managing, San Francisco: Berrett-Koehler Publishers, Inc., 2009.

Other readings will be available electronically via OWL.

## COURSE OUTLINE

The LESSONS tab in OWL is your main resource for this course. The course is organized by day, and all course material and scheduled activities are outlined for each day. The following table provides the topics and readings for each day of the course.

<b>Date</b>	<b>Content</b>
<b>Day 1: Monday, June 7, 2021</b>	<b>Orientation to the Course (9:00 am live session via zoom)</b> <b>Introduction to Assignment #1: Learning Journal</b>
	<b>Managing in the Public Sector</b>  <b>Topic 1: Introduction to Managing</b> <u>Reading:</u> Henry Mintzberg, <u>Managing</u> , San Francisco: Berrett-Koehler Publishers, Inc., 2009 (pages 1 – 16).  <b>Topic 2: A Model of Managing</b> <u>Reading:</u> Henry Mintzberg, <u>Managing</u> , San Francisco: Berrett-Koehler Publishers, Inc., 2009 (pages 43 – 96).
	<b>Assignment and Discussion (1:00 pm live session via zoom)</b> Assignment #2: A Day in the Life, analysis using Mintzberg’s Managing Framework (small group discussion)
<b>Day 2: Tuesday, June 8, 2021</b>	<b>Learning Reflections (9:00 am live session via zoom)</b>
	<b>Managing in the Public Sector (continued)</b>  <b>Topic 3: Managing Effectively</b> <u>Reading:</u> Henry Mintzberg, <u>Managing</u> , San Francisco: Berrett-Koehler Publishers, Inc., 2009 (pages 195 – 235).  <b>NOTE: Day 2 continued on next page</b>

Date	Content
	<p><b>Community and Citizen Engagement</b></p> <p><u>Readings:</u>            Robert B. Denhardt and Janet Vinzant Denhardt, "The New Public Service: Serving Rather than Steering," <i>Public Administration Review</i>, 2000, 60(6), 549-559.</p> <p>Renee Irvin, John Stansbury, "Citizen Participation in Decision Making: Is It Worth the Effort?" <i>Public Administration Review</i>, 2004, 64 (1), 55-65.</p> <p>Sherry Arnstein, "A Ladder of Citizen Participation," <i>Journal of the American Planning Association</i>, 1969, 35(4), 216-224.</p> <hr/> <p><b>Activity and Discussion (1:00 pm live session via zoom)</b>            Community Engagement Scenarios</p>
<p><b>Day 3:            Wednesday,            June 9, 2021</b></p>	<p><b>Learning Reflections (9:00 am live session via zoom)</b></p> <hr/> <p><b>Creating Public Value</b></p> <p><u>Reading:</u>            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> <hr/> <p><b>Leadership Role of the Chief Administrative Officer</b></p> <p><u>Readings:</u>            Mercer Delta, "The First 100 Days: The New CEO's Challenge," Mercer Delta Consulting, LLC, 2001.</p> <p>David Siegel, "The leadership role of the municipal chief administrative officer," <i>Canadian Public Administration</i>, 2010, 53(2), 139-161.</p> <hr/> <p><b>Guest Speaker (1:00 pm live session via zoom)</b>            David Siegel, Emeritus Professor of Political Science, Brock University            Author of <i>Leaders in the Shadows: The Leadership Qualities of Municipal Chief Administrative Officers</i></p>

Date	Content
<b>Day 4: Thursday, June 10, 2021</b>	<b>Learning Reflections (9:00 am live session via zoom)</b>
	<b>Performance Management</b>  <u>Readings:</u> 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.  Amber Wichowsky and Donald Moynihan, "Measuring How Administration Shapes Citizenship: A Policy Feedback Perspective on Performance Management," <i>Public Administration Review</i> , 2008 68(5), 908-920.
	<b>Quality and Innovation</b>  <u>Reading:</u> Mehmet A. Demircioglu, "Reinventing the Wheel? Public Sector Innovation in the Age of Governance," <i>Public Administration Review</i> , 2017, 77(5), 800-805.
	<b>Guest Speaker (1:00 pm live session via zoom)</b> Rosanna Wilcox, Director, Service, Innovation and Performance, City of London
<b>Day 5: Friday, June 11, 2021</b>	<b>Learning Reflections (9:00 am live session via zoom)</b>
	<b>The Use of Consultants, Contracting Out, and Interlocal Agreements</b>  <b>Topic 1: The Use of Consultants</b> <u>Reading:</u> 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.  <b>Topic 2: Contracting Out</b> <u>Reading:</u> 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><b>Topic 3: Interlocal Agreements</b></p> <p><u>Reading:</u> Zachary Spencer, "The Ties that Bind? Exploring the Dynamics of Intermunicipal Agreement Formation between Separated Cities and Counties," Canadian Public Policy, 2014, 40(3), 245-258.</p>
	<p><b>Discussion and Course Wrap Up (1:00 pm live session via zoom)</b></p>

## **COURSE REQUIREMENTS AND RESPONSIBILITIES**

### **1. Assignment #1: Learning Journal Weight: 25%**

Students will keep a learning journal documenting observations, learnings, notes, and thoughts for the five days of the course. The journal will reflect the student's learning experience, and should focus on the student's personal responses, reactions, and reflections to new ideas or new ways of thinking about a topic that have been introduced through mini lectures, course readings, activities, group discussions, and guest speakers.

The learning journal will include:

- One entry for each day of the class
- A record of the student's key learnings, and observations and thoughts/reflections about application of the key learnings to themselves and their organization, including a summary of overall learnings and reflections

**Due Date: Monday, June 14, 2021 (via email)**

### **2. Assignment #2: Henry Mintzberg's Approach to Management Weight: 25%**

Students will complete a provided tracking sheet to document their tasks over the course of one day. Students will then complete a brief critical analysis of their observations of their day/tasks based on Mintzberg's approach to management. The submission should include the following:

1. The completed tracking sheet, documenting tasks for one day
2. A critical analysis of the completed tracking sheet, using Mintzberg's theories (for example: approaches to management, and managing on the edges), including a summary of findings

The page length of the submission should not exceed 750 words (word-processed and double-spaced). The completed tracking sheet should be included as an attachment to the submission (it will not be included in the 750 word paper limit).

**Due Date: Saturday, June 12, 2021 (via email)**

**3. Assignment #3: Final Paper**

**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 paper should demonstrate the student's ability to apply the knowledge learned in the class. The page length for the paper should not exceed 3,000 words (word-processed and double-spaced).

**Due Date: Monday, June 28, 2021 (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 live class sessions, and participation in the online discussion forum. 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 seven 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 via email ([jkirkha@uwo.ca](mailto:jkirkha@uwo.ca) or [jenkirkham02@gmail.com](mailto:jenkirkham02@gmail.com)), unless otherwise specified. In general, the late penalty can be wholly or partially waived only due to medical or family emergencies.