

The University of Western Ontario  
Department of Political Science  
**Local Government Management**  
Public Administration 9904b  
Winter 2011

Tuesdays, 4:30 pm to 6:30 pm  
Room 4255, Social Science Centre

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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 and student presentations. Students will be expected to be able to discuss the assigned readings for each of the topics.

### **TEXTS**

The main textbooks for the course are:

C. Richard Tindal and Susan Nobes Tindal, Guide to Good Municipal Governance, St. Thomas, Ontario: Municipal World Inc., 2007.

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 will be available in the Allan O'Brien Local Government Library for photocopying.

## COURSE OUTLINE

Date	Content
<p><b>Week 1:</b> January 4, 2011</p>	<p><b>Orientation to the Course</b> <b>Models of Public Administration: Theory and Application</b></p> <p><b>Readings:</b></p> <ul style="list-style-type: none"> <li>▪ Robert Denhardt and Janet Denhardt, "The New Public Service: Serving Rather than Steering," <i>Public Administration Review</i>, Nov/Dec 2000, 60(6), 549-559.</li> </ul>
<p><b>Week 2:</b> January 11, 2011</p>	<p><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 – 51 and 101 – 176).</li> </ul>
<p><b>Week 3:</b> January 18, 2011</p>	<p><b>Managing on the Edges</b> <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 52 - 79).</li> </ul>
<p><b>Week 4:</b> January 25, 2011</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 1, 2011</p> <p><b>Note: The class will be held at City Hall and will start at 4:00 pm</b></p>	<p><b>Public Administration in Action: The Political Edge (Assignment #1)</b></p> <p><b>Field Trip:</b> Community and Neighbourhoods Committee of City Council. The class will be held at City Hall (300 Dufferin Avenue) on the 2<sup>nd</sup> floor.</p>
<p><b>Week 6:</b> February 8, 2011</p> <p><b>Note: The class will be held at City Hall and will start at 9:30 am</b></p>	<p><b>Public Administration in Action: The City of London's Senior Management Team (Assignment #1)</b></p> <p><b>Field Trip:</b> Senior Management 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 7:</b> February 15, 2011</p>	<p><b>The Use of Consultants and Contracting Out 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> </ul>
<p><b>Week 8:</b> March 1, 2011</p>	<p><b>Challenges and Opportunities in Local Government Administration</b></p> <p><b>Guest Speaker: Jeff Fielding, CAO, City of London</b></p>
<p><b>Lesson 9:</b> March 8, 2011</p>	<p><b>Horizontal Collaboration: Partnerships and Networks</b></p> <p><b>Readings:</b></p> <ul style="list-style-type: none"> <li>▪ C. Richard Tindal and Susan Nobes Tindal, <u><a href="#">Guide to Good Municipal Governance</a></u>, St. Thomas, Ontario: Municipal World Inc., 2007 (Chapter 6).</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
<b>Week 10:</b> <b>March 15, 2011</b>	<b>Performance Measurement and Creating Public Value in Local Government</b>  <b>Readings:</b> <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>
<b>Week 11:</b> <b>March 22, 2011</b>	<b>Public Administration and Community Engagement</b>  <b>Guest Speaker: Lynne Livingstone, City of London</b>  <b>Readings:</b> <ul style="list-style-type: none"> <li>▪ C. Richard Tindal and Susan Nobes Tindal, <u>Guide to Good Municipal Governance</u>, St. Thomas, Ontario: Municipal World Inc., 2007 (Chapter 5).</li> <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> </ul>
<b>Week 12:</b> <b>March 29, 2011</b>	<b>Student Presentations on Final Papers</b>
<b>Week 13:</b> <b>April 5, 2011</b>	<b>Student Presentations on Final Papers</b>

## **COURSE REQUIREMENTS AND RESPONSIBILITIES**

### **1. Assignment #1: Henry Mintzberg's Approach to Management Weight: 35%**

Students will attend the Community and Neighbourhoods Committee Meeting (Tuesday, February 1, 2011 from 4:00 to 6:30 pm) and the Senior Management Team Meeting at the City of London (Tuesday, February 8, 2011 at 9:30 am). From observing these meetings, students will write a paper that describes their observations and provides a critical analysis of these meetings 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 Community and Neighbourhoods Committee Meeting and the Senior Management Team Meeting.
3. Provide a critical analysis of the meetings 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: Tuesday, February 15, 2011**

- 2. Assignment #2: Consultants in Local Government** **Weight: 20%**  
Students must submit a brief essay on the use of consultants in local government. The paper should include:

1. A concrete example of the use of a consultant in local government (description of what consultant was used for).
2. An explanation of the benefits and weaknesses of using the consultant.
3. Any recommendations for change.
4. The page length for each submission should not exceed 1,500 words (word-processed and double-spaced).

**Due Date: Tuesday, March 1, 2011**

- 3. Paper and 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 1,500 words (word-processed and double-spaced).

The student will present his/her paper at one of the final 2 classes of the course (March 29 or April 5, 2011). The student will have approximately 15 minutes to present to the rest of the class. Students shall present their work in a professional manner that invites discussion and comment from their peers

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://www.toronto.ca/audit/reports2009htm>

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

**Due Date: Tuesday, March 29, 2011**

#### **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.