

Western University
Department of Political Science
Local Government Management
Public Administration 9904L/Political Science 4904A
Summer 2015

June 1-5: 9-12:00, 1-4:00
Room 4255, Social Science Centre

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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: 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. *Structured Debate*. You will be required to participate in at least one structured debate during class (depending upon numbers, students may be required to participate in two debates). I will post debate instructions and a sign-up sheet on OWL. Please e-mail me a ranked list of three propositions that you are interested in supporting by **Wednesday, May 27th at the latest**. I will assign propositions based on these lists and post a populated sign-up sheet on OWL the

following day. Each student will speak about their position for five to 10 minutes. Afterwards, the debate will be opened up to the rest of the class.

2. *Class 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.

2. *In-class Assignment.* To be completed **on the morning of Friday, June 5th**. Further instructions will be given in class.

4. *Essay.* The final course requirement is an essay of about 2,500-3,000 words in length that is **due Friday, June 19th**. This essay may be related to any topic covered during the course. Further instructions and guidance will be given in class.

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. Debate	5%
2. Participation	30%
3. In-class Assignment	25%
4. Essay	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

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 1 a.m. **Introduction, Organization, and Public Management Theories**

Readings: Mintzberg, Henry. 2000. Managing. In Henry Mintzberg and Jacques Bourgoult, eds. *Managing Publicly*. Toronto: IPAC.
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.

June 1 p.m. **The Role of the CAO and Leadership and Followership**

- Readings: Siegel, chapter 1.
Van Wart, Montgomery. 2011. *Dynamics of Leadership in Public Service*, 2nd edition. Armonk, NY: M.E. Sharpe, Inc., chapter 1.
Reed, George E. 2014. Expressing Loyal Dissent: Moral Considerations from Literature on Followership. *Public Integrity* 17(1): 5-18.

June 2 a.m. **Council-Staff Relations**

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

June 2 p.m. **Ethics, Ethical Dysfunction, and Corruption**

- Readings: 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.
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.

June 3 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.
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.
Siegel, chapter 4.

June 3 p.m. **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.

June 4 **Today's class will be held at the Upper Thames River Conservation Authority's Watershed Conservation Centre, 1424 Clarke Rd., London, ON**
(More about this will be discussed in class.)

June 4 a.m. **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.
Siegel, chapter 3.

June 4 p.m. **Contracting Out and Inter-local Agreements**

Readings: 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.
Siegel, chapter 5.

June 5 a.m. **In-class Assignment**

June 5 p.m. **Wrap-Up and Essay Instructions**

Readings: Siegel, chapter 7.