

The University of Western Ontario
Department of Political Science
Local Government Management
Public Administration 9904b
Winter 2012

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

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Office Hours: Tuesdays, 3:30 pm to 4:30 pm or by appointment

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, 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 the Western Library system or WebCT or will be available in the Allan O'Brien Local Government Library for photocopying.

COURSE OUTLINE

Date	Content
<p>Week 1: January 10, 2012</p>	<p>Orientation to the Course Models of Public Administration: Theory and Application</p> <p>Readings:</p> <ul style="list-style-type: none"> ▪ 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.
<p>Week 2: January 17, 2012</p>	<p>Approaches to Management</p> <p>Readings:</p> <ul style="list-style-type: none"> ▪ Henry Mintzberg and Jacques Bourgeault, <i>Managing Publicly</i>, Toronto: Institute of Public Administration of Canada, 2000 (pages 1 – 28 and 101 – 176). ▪ Mercer Delta, "The First 100 Days: The New CEO's Challenge," Mercer Delta Consulting, LLC, 2001.
<p>Week 3: January 24, 2012</p>	<p>Managing on the Edges Managing Normatively</p> <p>Readings:</p> <ul style="list-style-type: none"> ▪ Henry Mintzberg and Jacques Bourgeault, <i>Managing Publicly</i>, Toronto: Institute of Public Administration of Canada, 2000 (pages 29 - 79).
<p>Week 4: January 31, 2012</p>	<p>Managing Policy</p> <p>Readings:</p> <ul style="list-style-type: none"> ▪ Henry Mintzberg and Jacques Bourgeault, <i>Managing Publicly</i>, Toronto: Institute of Public Administration of Canada, 2000 (pages 80 - 98).
<p>Week 5: February 7, 2012</p> <p>Note: The class will be held at City Hall and will start at 9:30 am</p>	<p>Public Administration in Action: The City of London's Senior Leadership Team (Assignment #1)</p> <p>Field Trip: Senior Leadership Team Meeting at the City of London. The class will be held at City Hall (300 Dufferin Avenue) on the 2nd floor.</p>

Date	Content
<p>Week 6: February 14, 2012</p>	<p>Public Administration and Community Engagement</p> <p>Readings:</p> <ul style="list-style-type: none"> ▪ 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," Public Policy Forum, Ottawa, Canada, May 2009. ▪ Community Engagement Task Force http://www.london.ca/engage
<p>Week 7: February 28, 2012</p>	<p>The Use of Consultants, Alternative Service Delivery and Partnerships in Local Government (Assignment #2)</p> <p>Readings:</p> <ul style="list-style-type: none"> ▪ 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. ▪ Berkeley Consulting and Andrew Sancton Consulting, "Corporate Review: Municipality of Chatham-Kent, Final Report," April 2, 2008. ▪ 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. ▪ Amir Hefetz and Mildred Warner, "Privatization and its Reverse," <i>Journal of Public Administration Research and Theory</i>, 2004, 14(2), 171 – 190. ▪ City of London, Child and Youth Agenda http://www.london.ca/d.aspx?s=/Child_Care/childandyouthagenda.htm ▪ North London Community Recreation Centre http://www.london.ca/d.aspx?s=/Sports_and_Recreation/north_centre.htm

Date	Content
Week 8: March 6, 2012	Challenges and Opportunities in Local Government Administration Guest Speaker: Jeff Fielding, City Manager, City of Burlington
Week 9: March 13, 2012	Performance Measurement and Creating Public Value in Local Government Readings: <ul style="list-style-type: none"> ▪ 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.
Week 10: March 20, 2012	Managing Municipal Programs and Services Readings: <ul style="list-style-type: none"> ▪ District of Maple Ridge: http://www.mapleridge.ca/EN/main/municipal/budget_business.html ▪ Pitt Meadows: http://www.pittmeadows.bc.ca/EN/main/cityhall/765.html
Week 11: March 27, 2012	Managing Effectively Readings: <ul style="list-style-type: none"> ▪ Jeffrey D. Ford and Laurie W. Ford, "Stop Blaming Resistance to Change and Start Using It," <i>Organizational Dynamics</i>, 39(1), 24-36. ▪ 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).
Week 12: April 3, 2012	Student Presentations on Final Papers
Week 13: April 10, 2012	Student Presentations on Final Papers

COURSE REQUIREMENTS AND RESPONSIBILITIES

- 1. Assignment #1: Henry Mintzberg's Approach to Management** **Weight: 35%**
Students will attend the Senior Leadership Team Meeting at the City of London (Tuesday, February 7, 2012 at 9:30 am). From observing this meeting, students will write a paper that describes their observations and provides a critical analysis of this meeting 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 Senior Leadership Team Meeting.
 3. Provide a critical analysis of the meeting 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 14, 2012

- 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 based on theory.
 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 13, 2012

- 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 3,000 words (word-processed and double-spaced).

The student will present his/her paper at one of the final 2 classes of the course (April 3 or April 10, 2012). 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

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

City of Toronto Auditor-General's Reports
<http://www.toronto.ca/audit/reports2009htm>

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

Due Date: Tuesday, April 3, 2012

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.