Western University  
Department of Political Science  
Local Government Management  
Public Administration 9904L/Political Science 4904A  
Summer 2016  

June 6-10: 9-12:00; 1-4:00  
Room 4255, Social Science Centre

Instructor: Joe Lyons  
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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:


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. (Optional readings have been included for a number of sessions. These are not required, but students are encouraged to read them if interested. They may also serve as good sources for your final paper, depending on your topic.)

**Requirements**

1. *Class Participation.* Two items make up the class participation grade:
a. **Attendance and 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.

b. **Structured Debates.** You will be required to participate in at least one structured debate. The debate propositions are posted on OWL. Please e-mail me a ranked list of three propositions that you are interested in supporting by **Wednesday, June 1st at the latest.** I will assign propositions based on these lists. You will be informed of which debate proposition you will be supporting by Thursday, June 2nd. Every debate will feature two contradictory propositions, with each student speaking in support of their assigned proposition for approximately five minutes. Afterwards, the debate will be opened up to the rest of the class. You must also submit a **one-page summary of your main arguments** on the day of your debate. The debate propositions are related closely to the assigned readings for the particular class in which they will be discussed. There is no need to consult additional readings when constructing your arguments, but students are encouraged to bring in examples from their own experience where appropriate.

2. **In-class Assignment.** To be completed on the morning of **Friday, June 10th.** Further instructions will be given in class.

3. **Final Paper.** Students must submit a 3,000-word paper by **Friday, June 24th.** You must choose one of the following two options:
   a. Under **option one,** students write an essay using one of the assigned debate propositions as their central thesis. Students are encouraged to draw heavily from the assigned readings, but will need to consult outside sources as well.
   b. Under **option two,** students write an extended book review of *Leaders in the Shadows.* The first section of this essay (no more than one third of the total length) will describe the book’s main arguments and summarize the approach taken. The rest of the essay will evaluate the book’s arguments, using material from the course. Students should reference as many relevant readings as possible. Students choosing this option are not required to reference sources beyond the assigned course readings.

**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. Class Participation:
   - Attendance and Participation: 25%
   - Structured Debates: 10%
2. In-class Assignment: 25%
3. Final Paper: 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](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 6 a.m. Introduction, Organization, and Public Management Theories


June 6 p.m. The Leadership Literature and the Role of the CAO
Readings: Siegel, chapter 1.

June 7 a.m. Council-staff Relations
Siegel, chapter 2

June 7 p.m.  **Ethics, Ethical Dysfunction, and Corruption**

Readings:  

June 8 a.m.  **Community and Citizen Engagement**

Readings:  
Siegel, chapter 4.

June 8 p.m.  **Managing Change**

Readings:  

June 9 a.m. **Performance Management**

Readings:  
Siegel, chapter 3.  
Optional:  

June 9 p.m.  **Contracting Out and Inter-local Agreements**

Readings:  
Boardman, Anthony, Matt Siemiatycki, and Aidan Vining. 2016. The Theory and


Siegel, chapter 5.


June 10 a.m. **In-class Assignment**

June 10 p.m. **Wrap-up and Essay Assistance**

Readings: Siegel, chapter 7.