Western University  
Department of Political Science  
**Local Government Management**  
Public Administration 9904L  
Summer 2019

June 3-7: 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, case studies, 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.

**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 the case studies and 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 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, May 29th 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, May 30th.

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 to the rest of the class. You must also submit a **one-page, point-form summary of your main arguments.** This is due immediately before your debate.

The debate propositions are related closely to the assigned readings for the 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 experiences where appropriate.

2. **In-class Assignment: Selected Case Activities.** To be completed **on the morning of Friday, June 7th.** Further instructions will be given in class.

3. **Final Paper.** Students must submit a 2,500-3,000-word paper by **Monday, 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 course readings as possible.** Students choosing this option are not required to reference sources beyond the assigned 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 if 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)
Course Schedule and Required Readings

June 3 a.m.  **Managing in the Public Sector**


June 3 p.m.  **The Leadership Role of the CAO**

Readings: Siegel, chapter 1.

Case study: Hiring a CAO

June 4 a.m.  **Council-Staff Relations**

Siegel, chapter 2

Case study: Creating a Code of Conduct and Lobbyist Registry

June 4 p.m.  **Ethical Dilemmas**

Schwartz, Robert. 2013. Public Service Morals and Ethics: Thin and Thick

Case study: Blowing the Whistle

June 5 a.m. **Community and Citizen Engagement**

Siegel, chapter 4.

Case study: Constructing A Complete Street

June 5 p.m. **Managing Change**

Siegel, chapter 6.

June 6 a.m. **Performance Management**

Siegel, chapter 3.

Guest speaker: Rob Adams, MPA, CAO Municipality of Grey Highlands

June 6 p.m. **Contracting Out and Interlocal Agreements**

Spicer, Zachary. 2014. The Ties that Bind? Exploring the Dynamics of

Siegel, chapter 5.

Case studies: Privatizing Service Delivery and Negotiating an Inter-Municipal Water Agreement

June 7 a.m. **In-class Assignment**

June 7 p.m. **Wrap-up and Essay Assistance**

Readings: Siegel, chapter 7.