

Western University
Department of Political Science
Organizational Behaviour in a Local Government Environment
Public Administration 9903
October to December 2017

Classes will be held at the Region of Durham, 605 Rossland Rd. E., Whitby, ON, L1N 3A6

Date of Class	Location of Class
Friday, October 13, 2017	Meeting Room 1B
Friday, October 27, 2017	Meeting Room 1G
Friday, November 3, 2017	Meeting Room 1G
Friday, November 17, 2017	Meeting Room 1B
Friday, December 1, 2017	Meeting Room 1B
Friday, December 8, 2017 (back up date)	Meeting Room 1B

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SCHEDULE

Classes will meet from 9:00 am to 4:00 pm on the dates specified above.

COURSE DESCRIPTION

The course provides an introduction to and overview of selected theoretical perspectives, research findings and issues in the field of organizational behaviour. The focus of the course is on applying these theories and concepts to public sector organizations, with a particular emphasis on local government administration.

METHODS

The course will be taught through lectures, discussion, case studies, activities, and student seminars. 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:

Albert J. Mills et al., Organizational Behaviour in a Global Context, Peterborough, Ontario: Broadview Press, 2007.

The textbook is available at the Western bookstore. Other readings will be available electronically via OWL.

INSTRUCTOR CONTACT

I will be available to answer your questions during class breaks and at the end of each class. In between classes, I encourage you to contact me with any questions or concerns by e-mail or phone.

COURSE OUTLINE

Date	Content
<p>Week 1: October 13, 2017</p>	<p>Orientation to the Course Organizational Behaviour and the Public Sector</p> <p>Readings: Required Text: Chapter 1</p> <hr/> <p>The Organizational Environment of Local Administration</p> <p>Readings: Chapter 2 (pages 49-67)</p> <p>Cheryl Simrell Kin, Kathryn Feltey and Bridget Susel, "The Question of Participation: Toward Authentic Public Participation in Public Administration," <i>Public Administration Review</i>, 58(4), 317-326.</p> <hr/> <p>Preparation for Group Seminars</p>
<p>Week 2: October 27, 2017</p>	<p>Organizational Structure</p> <p>Readings: Required Text: Chapter 15</p> <p>Johan P. Olsen, "Maybe It Is Time to Rediscover Bureaucracy," <i>Journal of Public Administration Research and Theory</i>, 16, 1–24.</p> <hr/> <p>Organizational Culture</p> <p>Readings: Required Text: Chapters 5, 10 and 14</p> <hr/> <p>Group Seminar: Perception, Values, Attitudes and Decision Making</p> <p>Readings: Required Text: Chapters 4 and 5</p>

Date	Content
<p>Week 3: November 3, 2017</p>	<p>Motivation, Stress and Productivity</p> <p>Readings: Required Text: Chapters 7 and 8</p> <p>Gerard H. Seijts and Dan Crim, "What engages employees the most or, the Ten C's of employee engagement," <i>Ivey Business Journal</i>, March/April 2006, 1-5.</p> <hr/> <p>Group Seminar: Diversity, Inequality and Local Government Administration</p> <p>Readings: Required Text: Chapter 10</p> <hr/> <p>Group Seminar: Diversity, Inequality and Local Government Administration</p> <p>Readings: Required Text: Chapter 11</p>
<p>Week 4: November 17, 2017</p>	<p>Leadership and Trust</p> <p>Readings: Required Text: Chapter 16</p> <p>David Siegel, "The leadership role of the municipal chief administrative officer", <i>Canadian Public Administration</i>, 53(2), 139-161.</p> <p>Bradley E. Wright and Sanjay K. Pandey, "Transformational Leadership in the Public Sector: Does Structure Matter?" <i>Journal of Public Administration Research and Theory</i>, 2009, 75-89.</p> <p>Stephen M.R. Covey, "How Do you Measure Trust," Franklin Covey and CoveyLink, www.speedoftrust.com.</p> <hr/> <p>Group Seminar: Groups and Teamwork</p> <p>Readings: Required Text: Chapter 9</p> <p>Gerard Seijts and Jeffrey Gandz, "Gaining a Competitive Edge through Rapid Team Formation and Deployment," <i>Organizational Dynamics</i>, 38(4), 261-269.</p>

Date	Content
	<p>Group Seminar: Power and Politics</p> <p>Readings: Required Text: Chapter 13</p>
<p>Week 5: December 1, 2017</p>	<p>Organizational Change</p> <p>Readings: Jeffrey D. Ford and Laurie W. Ford, "Stop Blaming Resistance to Change and Start Using It," <i>Organizational Dynamics</i>, 39(1), 24-36.</p> <p>Howard E. McCurdy, "Can Government Organizations Learn and Change?" <i>Public Administration Review</i>, March/April 2011, 316-319.</p>
	<p>Putting it All Together: Final Thoughts on Organizational Behaviour in the Local Government Context</p>

COURSE REQUIREMENTS AND RESPONSIBILITIES

1. Group Seminar: Selected Topics

Weight: 20%

Students will participate in the development and presentation of one seminar over the course. These seminars are designed to stimulate discussion and highlight points/issues related to the topic, using practical examples. The seminar, group questions, and any other activities should be 75 minutes in length. The following course topics will include a seminar:

Date	Topics
October 27, 2017	1. Perception, Values, Attitudes and Decision Making
November 3, 2017	2. Diversity, Inequality and Local Government Administration (ch #10) 3. Diversity, Inequality and Local Government Administration (ch #11)
November 17, 2017	4. Groups and Teamwork 5. Power and Politics

2. Written Assignment:

Organizational Culture in a Local Government Setting

Weight: 25%

Students must submit a brief essay applying the theories and concepts related to organizational culture introduced in the course to a local government setting. The paper should include:

1. A brief introduction to the local government setting
2. A description of the "stated" organizational culture

3. A critical analysis of the organizational culture, using theories and concepts from the course
4. Any recommendations for change
5. The page length of the submission should not exceed 1,500 words (word-processed and double-spaced)

Due Date: Friday, November 17, 2017 (in class)

3. Research Paper:

Case in Local Government Administration or Management

Weight: 40%

Students must pick an issue or case in local government administration or management and critically analyze it, applying theories and concepts introduced in the course. Students should make use of class reading material as much as possible in their analysis and the research paper should demonstrate the student's ability to apply the knowledge learned in the class. The page length for the research paper should not exceed 2,500 words (word-processed and double-spaced).

Due Date: Friday, December 15, 2017 (via email)

4. Contributions to Learning

Weight: 15%

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.