

Western University
Department of Political Science
Organizational Behaviour in a Local Government Environment
Public Administration 9903
Fall 2019

Classes will be held at the Region of Durham Paramedic Services Headquarters,
4040 Anderson Street, Whitby

Date of Class
Friday, September 20, 2019
Friday, October 4, 2019
Friday, November 1, 2019
Friday, November 15, 2019
Friday, December 6, 2019
Friday, December 13, 2019 (back up date)

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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 via e-mail or phone.

COURSE OUTLINE

Date	Content
Week 1: September 20, 2019	Orientation to the Course Organizational Behaviour and the Public Sector Readings: Required Text: Chapter 1
	The Organizational Environment of Local Administration Readings: Chapter 2 (pages 49-67) 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.
	Preparation for Group Seminars
Week 2: October 4, 2019	Organizational Structure Readings: Required Text: Chapter 15 Johan P. Olsen, "Maybe It Is Time to Rediscover Bureaucracy," <i>Journal of Public Administration Research and Theory</i> , 16, 1–24. Organizational Culture Readings: Required Text: Chapter 14 Jon R. Katzenbach, Ilona Steffen, and Caroline Kronley, "Cultural Change that Sticks," <i>Harvard Business Review</i> , July/August 2012, 110-117. Matthew Dull and Virginia Tech, "Leadership and Organizational Culture: Sustaining Dialogue Between Practitioners and Scholars," <i>Public Administration Review</i> , November/December 2010, 857-866.

Date	Content
	<p>Group Seminar: Perception, Values, Attitudes and Decision Making</p> <p>Readings: Required Text: Chapters 4 and 5</p>
<p>Week 3: November 1, 2019</p>	<p>Motivation, Stress and Productivity</p> <p>Readings: Required Text: Chapters 7 and 8</p> <p>Sergio Fernandez and Tima Moldogaziev, "Empowering Public Sector Employees to Improve Performance: Does It Work?" <i>The American Review of Public Administration</i>, 41(1), 23-47.</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> <p>Group Seminar: Race, Ethnicity, and Workplace Diversity</p> <p>Readings: Required Text: Chapter 10</p> <p>Group Seminar: Sex at Work</p> <p>Readings: Required Text: Chapter 11</p>
<p>Week 4: November 15, 2019</p>	<p>Group Seminar: Power and Politics</p> <p>Readings: Required Text: Chapter 13</p> <p>Leadership and Privilege</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>

Date	Content
	<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>
Week 5: December 6, 2019	<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>Strategic Communications</p> <p>Readings: Garnett, James L., "Applying a Strategic Model to Government Communications", in <i>Communicating for results in government: a strategic approach for public managers</i>, San Francisco: Jossey-Bass, 1992, pp. 34-67.</p>
	<p>Putting it All Together: Feedback on Research Paper Outlines, and Final Thoughts on Organizational Behaviour in the Local Government Context</p>

COURSE REQUIREMENTS AND RESPONSIBILITIES

1. Group Seminar: Selected Topics

Weight: 30%

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 4, 2019	1. Perception, Values, Attitudes and Decision Making
November 1, 2019	2. Race, Ethnicity, and Workplace Diversity 3. Sex at Work
November 15, 2019	4. Power and Politics 5. Groups and Teamwork

2. Research Paper Outline:

Case in Local Government Administration or Management

Weight: 10%

Students must submit a one page outline for their Research Paper assignment (see below). The Research Paper outline should include topics/subjects that will be covered in the following areas:

1. Paper title
2. Introduction (including a thesis statement and purpose of the paper)
3. Body of the paper (major points/arguments (including at least two theoretical concepts from the course) that will be covered in the paper)

Note: The major points/arguments can be provided in point form.

Due Date: Friday, November 15, 2019 (in class)

3. Research Paper:

Case in Local Government Administration or Management

Weight: 45%

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 20, 2019 (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.