

The University of Western Ontario
Department of Political Science
Organizational Behaviour in a Local Government Environment
Political Science 9903a
Fall 2011

Tuesdays, 5:00 pm to 7:00 pm (no class on October 18, 2011)
Room 4255, Social Science Centre

Note: The class on November 8, 2011 will start at 4:30 pm and will be held at City Hall
(300 Dufferin Avenue)

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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, exercises 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.

Other readings will be available electronically via the Western Library system or will be posted on WebCT.

COURSE OUTLINE

Date	Content
Week 1: September 13, 2011	Orientation to the Course Organizational Behaviour and the Public Sector Readings: <ul style="list-style-type: none"> ▪ Required Text: Chapter 1
Week 2: September 20, 2011	The Organizational Environment of Local Administration Readings: <ul style="list-style-type: none"> ▪ Chapter 2 (pages 49-67) ▪ James Svara, "The Shifting Boundary Between Elected Officials and City Managers in Large Council-Manager Cities," <i>Public Administration Review</i>, 59(1), 44-53.
Week 3: September 27, 2011	Organizational Structure Readings: <ul style="list-style-type: none"> ▪ 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.
Week 4: October 4, 2011 Seminar Week	Perception, Values, Attitudes and Decision Making Readings: Required Text: Chapters 4 and 5
Week 5: October 11, 2011	Organizational Culture Readings: <ul style="list-style-type: none"> ▪ Required Text: Chapters 5 and 14 ▪ 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.
Week 6: October 25, 2011 Seminar Week	Diversity, Inequality and Local Government Administration Readings: <ul style="list-style-type: none"> ▪ Required Text: Chapters 10 and 11

Date	Content
<p>Week 7: November 1, 2011</p>	<p>Motivation, Stress and Productivity</p> <p>Readings:</p> <ul style="list-style-type: none"> ▪ Required Text: Chapters 7 and 8 ▪ 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. ▪ 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>Week 8: November 8, 2011</p> <p>Note: The class will be held at City Hall and will start at 4:30 pm</p>	<p>The Relationships Between Municipal Council, Staff and the Public: A View from the Field</p> <p>Field Trip: Committee of the Whole Meeting at the City of London. The class will be held at City Hall (300 Dufferin Avenue) on the 3rd floor.</p> <p>Readings:</p> <ul style="list-style-type: none"> ▪ 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>Week 9: November 15, 2011</p>	<p>Groups and Teamwork</p> <p>Readings:</p> <ul style="list-style-type: none"> ▪ Required Text: Chapter 9 ▪ 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 10: November 22, 2011</p>	<p>Leadership and Trust</p> <p>Readings:</p> <ul style="list-style-type: none"> ▪ Required Text: Chapter 16 ▪ David Siegel, "The leadership role of the municipal chief administrative officer", <i>Canadian Public Administration</i>, 53(2), 139-161. ▪ 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. ▪ Stephen M.R. Covey, "How Do you Measure Trust," Franklin Covey and CoveyLink, www.speedoftrust.com.

Date	Content
Week 11: November 29, 2011 Seminar Week	Power and Politics Readings: <ul style="list-style-type: none"> ▪ Required Text: Chapter 13
Week 12: December 6, 2011	Organizational Change 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>Public Administration Review</i>, March/April 2011, 316-319.

COURSE REQUIREMENTS AND RESPONSIBILITIES

1. Seminar: Selected Topics

Weight: 20%

Weeks 4, 6 and 11 of this course are structured as seminars, each of which will be led by a different group of students. Students will participate in the development and presentation of one seminar over the time of the course. These seminars are designed to stimulate discussion and highlight points/issues related to the topic, using practical examples. The following course topics will include a panel dialogue:

Date	Topics
October 4	<ul style="list-style-type: none"> ▪ Perception, Values, Attitudes and Decision Making
October 25	<ul style="list-style-type: none"> ▪ Diversity, Inequality and Local Government Administration
November 29	<ul style="list-style-type: none"> ▪ 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 the Committee of the Whole meeting attended on November 8, 2011. The paper should include:

1. A brief introduction to the Committee of the Whole meeting.
2. A critical analysis of the organizational culture, using theories and concepts from the course and concrete examples from the meeting.
3. Any recommendations for change.
4. The page length of the submission should not exceed 1,200 words (word-processed and double-spaced).

Due Date: Tuesday, November 15, 2011

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

Due Date: Tuesday, December 6, 2011

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. All work is due in class. In general, the late penalty can be wholly or partially waived only due to medical or family emergencies.