Local Government Program - Department of Political Science
The University of Western Ontario
Public Administration 9903 / Political Science 4903
Organizational Behaviour in a Local Government Environment
May 28 – June 1, 2012
Instructor: Carol-Lynn Chambers
Contact e-mail: cl.chambers@sympatico.ca
Class location: Room 4255, Social Science Centre
Class schedule: 9:00 –12:00 and 1:00 - 4:00 daily

Course Objectives

The course provides an overview of current theoretical perspectives, research findings and selected issues in the field of organizational behaviour (OB), with applications to local governments in a changing environment. The diagnosis of organizational change is a central theme. Classes emphasize the development and application of concepts and tools useful to understanding local government organizations and issues they face.

Course Preparation
It is essential for you to complete the assigned readings prior to the classes for which they are assigned and prepare ahead of class for your selected seminars and in-class discussions/ roundtables.

Course Requirements:

Final Exam (2 hours, Friday, June 1) **40%**
Essay-style, in class. Covers assigned readings and class materials. The class will participate in identifying the exam topics and questions. Students will have a choice of exam questions.

Student-Centered Seminars and Discussion Groups 25%
    To be presented in class; for dates, see the course outline.
    You are asked to sign up for one of the five seminar topics (noted beside topic) listed on the course outline and do some preliminary preparations prior to your arrival on campus.
    The first evening on campus, seminar groups will meet to plan their presentations.
    You will also sign up for one of the four Discussion Groups and prepare for a roundtable discussion on the topic chosen.

Assignment 25%
Essay - case study or analysis (instructions provided in-class)
Completed at home
Submit by (date) by fax, mail, or courier to the Local Government Program office.

Contribution 10%
To the learning of class participants during in-class discussions

You are expected to take an active part in each class. You will be asked to take responsibility for contributing questions and reflections arising from the assigned readings.) Individual perspectives on and analysis of readings, as well as sharing of work-related examples and applications, will help create a productive and interesting learning environment.

Part 1 Understanding the Workplace
What Is Organizational Behaviour?
Post-bureaucratic model; the new public administration
Stakeholders, systems and goals
Organizational Design and Structure

Part 2: Striving for Performance
Motivating Self and Others
Groups and Teamwork

Part 3: Interacting Effectively
Strategic Communications
Decision Making – SEMINAR GROUP 1
Power and Politics – SEMINAR GROUP 2
Conflict Resolution and Negotiation – SEMINAR GROUP 3

Part 4 Sharing the Organizational Vision
Values, Attitudes, and Their Effects in the Workplace – SEMINAR GROUP 4
Organizational Culture and Diversity – SEMINAR GROUP 5
Organizational Change (Introduction)

Required Readings
1. Textbooks (purchase from UWO Bookstore):
Langton, Nancy, and Stephen P. Robbins.Fundamentals of Organizational Behaviour. 3rd Cdn. ed.
Toronto: Pearson Education Canada, 2007.
Rainey, Hal G. (Hal Griffin),Understanding and managing public organizations**,** Jossey-Bass, 2003.

2. Reading Package (purchase Custom Course Book from UWO Bookstore):
Kernaghan, Kenneth, Brian Marson, and SandfordBorins, *The New Public Organization* (Toronto:
The Institute of Public Administration of Canada, 2000), chapter 1.

Fry, Brian R.,Mastering Public Administration, Chatham House, New Jersey, ch.6, pp.160-180

Mohrman, Susan Albers and Susan Cohen,*"When People Get Out of the Box,"* in Ann Howard (ed.),
The Changing Nature of Work, San Francisco: Jossey Bass, 1995, 365-410.

Kernaghan, "An honour to be coveted: pride, recognition and public service", in Canadian Public
Administration, Volume44, No.1 pp.67-83.

Carroll, Barbara Wake and Dewar, David I., "*Performance Management: Panacea or Fools' Gold?*," in Christopher Dunn (ed.), The Handbook of Canadian Public Administration, Oxford University Press: 2002, 413-429.

Stewart, Debra W. and G. David Garson, "*Decision-Making*," in Organizational Behavior and Public Management, New York, N.Y.: M. Dekker, 1983, ch.7, 179-218.

Graham, Katherine A., "*Collective Bargaining in the Municipal Sector*," in Gene Swimmer and Mark Thompson (eds.), Public sector collective bargaining in Canada: beginning of the end or end of the beginning?, Kingston, Ont.: Industrial Relations Centre, Queen's University, 1995, ch.8, 180-200.

Garnett, James L., Communicating for results in government: a strategic approach for public managers, San Francisco: Jossey-Bass, 1992, 34-67.

Van Wart, Montgomery, "*The Five Value Sources Used in Decisionmaking in the Public Sector,*" in Changing Public Sector Values, New York; London: Garland Pub., 1998, ch.1, 3-30.

Agocs, *"Institutional Resistance to Organizational Change"* in Journal of Business Ethics, 16: 917-931, 1997.

3. Internet Articles (Download)
The Readings listed below include links to internet addresses for selected articles. These must be downloaded by the student and are not included in the Reading Package.

Kanter, "*Power failure in management circuits*" http://ils.unc.edu/daniel/131/cco4/Kanter.pdf
Zauderer, *"The Benefit of Dialogue in Public Management"* http://www.dzauderer.com/dialogue.pdf

4. Other: (not in reading package - available on file in class or through Weldon Library)

Lawler, Edward III, *"Effective Reward Systems: Strategy, Diagnosis and Design,"* in Ann Howard (ed.), Diagnosis for Organizational Change, New York: Guilford Press, 1994, 210-38.

GUIDELINES FOR SEMINARS

Objectives:
> To apply concepts of the course to local government examples or settings (you are encouraged to draw upon your experience and knowledge);
>
> To identify and pose significant and controversial issues;
>
> To contribute to the learning of the class by stimulating thought, insight, understanding, and response to the seminar content;
>
> To give class members an opportunity to pursue issues or topics that are interesting and important to them as individuals, and to develop their own analysis and understanding of these topics, within the framework of the course;
>
> To give each class member the learning experience of planning and delivering an oral presentation designed with the above objectives in mind; and
>
> To provide interesting and creative learning experiences for the class.

Instructions:
1. There are five seminar topics listed on your course outline. Please select one, after looking over the assigned readings on the topics and reflecting on what you might be able to offer based on your work experience and knowledge.
2. Please register your choice by emailing the sign-up sheet to Carol-Lynn Chambers at cl.chambers@sympatico.ca no later than <mark>May 10th</mark>. Include your contact information so that the instructor may confirm your selection and advise you of others in your seminar group.
3. When you arrive at Western for the course, bring some ideas and any materials you think might be useful for your seminar presentation. (We have an overhead projector for transparencies and can arrange for a VCR. We may be able to reserve LCD equipment for Powerpoint presentations.)
4. Make use of assigned readings related to this topic, from the course outline.
5. Arrange to meet with your seminar team **during the evening on the first day** of the course to plan your seminar.
6. You are encouraged to work out a program that will include exercises and/or discussions in which the whole class can participate, presentations, or any combination your group thinks is appropriate. It is not expected that each member of the seminar group will spend exactly the same amount of making an individual presentation.
7. Your team is encouraged to use the seminar time in whatever ways you think will provide a high quality learning experience for your colleagues, as well as an interesting and enjoyable time for all.
   The seminars are a highlight of the course – we are all looking forward to yours.

GUIDELINES – DISCUSSION GROUPS

There are four discussion groups listed on your course outline. These are designed to stimulate discussion and synthesize points/issues related to one or more aspects of the course (also noted on the course outline), using practical examples.

Objectives of the discussion groups are similar to the Seminar, but are less formalized.

Instructions:
1. Sign up for one of the four case studies. (same instructions for emailing selection by **May 10th**). Your selection will be confirmed in advance of the course.
2. Review the applicable readings in advance of the course.
3. When you arrive at Western, arrange to meet with others in your group in advance of the last day of the course.
4. Organize and facilitate an informal panel dialogue on the question(s) posed. Be prepared to highlight examples related to the topic and discuss controversial issues.
5. Panelists are encouraged to take different points of view on the case, and to engage other members of the class in the discussion.

SEMINAR and DISCUSSION SIGN-UP FORM

PLEASE EMAIL THIS PAGE TO CL.CHAMBERS@SYMPATICO.CA
BY <u>MAY 10, 2012</u>.

1. SEMINAR (sign up for one of the following five – check appropriate boxes for 1 first choice and 1 second choice)

1st 2nd
□ □ Decision Making (SEMINAR TOPIC #1)
□ □ Power and Politics (SEMINAR TOPIC #2)
□ □ Conflict Resolution and Negotiation (SEMINAR TOPIC #3)
□ □ Values, Attitudes, and Their Effects in the Workplace(SEMINAR TOPIC #4)
□ □ Organizational Culture and Diversity (SEMINAR TOPIC #5)

2. Group Discussion (sign up for one of the following three, indicating 1 first choice and 1 second choice)

1st 2nd
□ □ Group 1: Can a municipality change its organizational culture? Who, why/why not, and how?
□ □ Group 2: Amalgamation and re-structuring: Lessons from theory and practice on merging cultures and re-designing organizations.
□ □ Group 3: Public administration in a local government environment: Agents of change or agents of resistance?
□ □ Group 4: Designing and improving workplace diversity in the context of organizational change – what works and what doesn't?

Your Name:_____
Telephone Number:_____
Email Address:_____