

Western University
Department of Political Science
Organizational Behaviour in a Local Government Environment
Political Science 9903, Section 001
Fall 2022

Instructor: Jennifer Kirkham
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Office Hours: By appointment
Class Time: Thursdays, September 8 to December 1, from 4:30 to 6:30 pm
(Note: No class on November 3)

Location: Room 4255, Social Science Centre

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.

LEARNING OUTCOMES

Upon successful completion of this course, the student will have demonstrated the ability to:

- Discuss the development of the field of organizational behaviour and understand its significance in a local government environment
- Identify different organizational structures and understand their importance to organizational life
- Identify the various leadership styles and the role of leaders in an organization
- Explain organizational culture and its manifestations
- Understand the dimensions and sources of power
- Analyze and compare different models used to explain individual behaviour related to motivation
- Identify the processes used in strategic communications
- Explain group dynamics and demonstrate skills required for working in groups
- Understand perceptions, privilege, inclusion and diversity and the impact on individuals and organizations
- Discuss the implementation of organizational change

METHODS

The course will consist of a combination of lectures, small and large group discussion, case studies, activities, and student seminars. Students will be expected to be able to discuss the assigned readings for each of the topics.

COURSE WEBSITE

This course makes use of OWL. Please refer to the course website regularly for announcements and course information (<https://owl.uwo.ca/portal>).

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 for delivery through the Western Bookstore at:

https://bookstore.uwo.ca/textbook-search?campus=UWO&term=32022&courses%5B0%5D=001_UW/POL9903.

It can also be found online with new and used book retailers.

Other readings will be available electronically via OWL.

COURSE OUTLINE

| Date | Content |
|--------------------------------------|--|
| Week 1: September 8, 2022 | Orientation to the Course Organizational Behaviour and the Public Sector Readings: Required Text: Chapter 1 |
| Week 2: September 15, 2022 | The Organizational Environment of Local Administration Readings: Required Text: 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. Robert B. Denhardt and Janet Vincant Denhardt, "The New Public Service: Serving Rather Than Steering," <i>Public Administration Review</i> , 60(6), 549-559. |

| Date | Content |
|---|--|
| <p>Week 3: September 22, 2022</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> |
| <p>Week 4: September 29, 2022</p> | <p>Leadership and Privilege</p> <p>Readings: Required Text: Chapters 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>Week 5: October 6, 2022</p> | <p>Organizational Culture</p> <p>Readings: Required Text: Chapter 14</p> <p>Jon R. Katzenbach, Ilona Steffen, and Caroline Kronley, "Cultural Change that Sticks," <i>Harvard Business Review</i>, July/August 2012, 110-117.</p> <p>Brois Groysberg, Jeremiah Lee, Jesse Price, J. Y-Jud Cheng, "The Leader's Guide to Corporate Culture," <i>Harvard Business Review</i>, 96 (1), 44-54.</p> |
| <p>Week 6: Tuesday, October 11, 2022</p> <p>NOTE: Class is on a Tuesday this week</p> | <p>Virtual Field Trip City of London Strategic Priorities and Policy Committee Meeting 4:00 pm</p> |

| Date | Content |
|---|---|
| <p>Week 7: October 20, 2022</p> <p>Seminar Week (2 groups)</p> | <p>Power and Organizational Life</p> <p>Readings: Required Text: Chapter 13</p> <hr/> <p>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> |
| <p>Week 8: October 27, 2022</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>Willow S. Jacobson, "Creating a Motivated Workforce: How Organizations Can Enhance and Develop Public Service Motivation," <i>Public Personnel Management</i>, 40(3), 215-238.</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>No class on November 3, 2022</p> | |
| <p>Week 9: November 10, 2022</p> <p>Seminar Week (1 group)</p> | <p>Perception, Stereotyping and Attribution (seminar topic)</p> <p>Readings: Required Text: Chapter 4</p> <hr/> <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> |

| Date | Content |
|--|--|
| Week 10: November 17, 2022 | Organizational Change 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. John P. Kotter, "Leading Change: Why Transformation Efforts Fail," <u>HBR's 10 Must Reads on Change Management</u> , Harvard Business Review Press, Boston: Massachusetts, 2011. |
| Week 11: November 24, 2022 Seminar Week (2 groups) | Race, Ethnicity, and Workplace Diversity Readings: Required Text: Chapter 10 |
| | Sex at Work Readings: Required Text: Chapter 11 |
| Week 12: December 1, 2022 | Putting it all Together |

COURSE REQUIREMENTS AND RESPONSIBILITIES

1. Seminar: Selected Topics

Weight: 25%

Weeks 7, 9, 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 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 seminar:

| Date | Topics |
|--------------------|---|
| October 20 | 1. Power and Organizational Life (chapter 13) 2. Groups and Teamwork (chapter 9) |
| November 10 | 3. Perception, Stereotyping and Attribution (chapter 4) |
| November 24 | 4. Race, Ethnicity, and Workplace Diversity (chapter 10) 5. Sex at Work (chapter 11) |

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 real life setting. The paper should include:

1. A brief introduction to the organization utilized in the paper.
2. A critical analysis of the organizational culture, using theories and concepts from the course and concrete examples from the real life setting, including any recommendations for change.
3. The page length of the submission should not exceed 1,200 words (word-processed and double-spaced).

Due Date: Thursday, October 27, 2022 (via email)

3. Research Paper:

Case in Local Government Administration or Management

Weight: 35%

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 16, 2022 (via email)

4. Contributions to Learning

Weight: 15%

Students are assessed on their continuous contributions to learning, which includes his/her/their meaningful contribution to learning in live class sessions, and participation in the online discussion forum. 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 seven 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 via email (jkirkha@uwo.ca or jenkirkham02@gmail.com), unless otherwise specified. In general, the late penalty can be wholly or partially waived only due to medical or family emergencies.

Academic Offences

Scholastic offences are taken seriously and students are directed to read the appropriate policy, specifically, the definition of what constitutes a Scholastic Offence, at the following Web site: http://www.uwo.ca/univsec/pdf/academic_policies/appeals/scholastic_discipline_grad.pdf

ENROLMENT RESTRICTIONS

Enrolment in this course is restricted to graduate students in the Local Government Program.

HEALTH/WELLNESS SERVICES

Students who are in emotional/mental distress should refer to Mental Health@Western <http://www.uwo.ca/uwocom/mentalhealth/> for a complete list of options about how to obtain help.

ACCESSIBLE EDUCATION WESTERN (AEW)

Western is committed to achieving barrier-free accessibility for all its members, including graduate students. As part of this commitment, Western provides a variety of services devoted to promoting, advocating, and accommodating persons with disabilities in their respective graduate program.

Graduate students with disabilities (for example, chronic illnesses, mental health conditions, mobility impairments) are strongly encouraged to register with Accessible Education Western (AEW), a confidential service designed to support graduate and undergraduate students through their academic program. With the appropriate documentation, the student will work with both AEW and their graduate programs (normally their Graduate Chair and/or Course instructor) to ensure that appropriate academic accommodations to program requirements are arranged. These accommodations include individual counselling, alternative formatted literature, accessible campus transportation, learning strategy instruction, writing exams and assistive technology instruction.