

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 27-31, 2013*

Instructor: Carol-Lynn Chambers

Contact: (519) 466-1406 or e-mail: [cl.chambers@sympatico.ca](mailto:cl.chambers@sympatico.ca)

Class location: Room 4255, Social Science Centre (CHECK PRIOR TO COURSE)

Class schedule: 9:00 –12:00 and 1:00 - 4:00 daily

**Course Objectives**

The course provides an introduction to and 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, May 31st) **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.

## **COURSE OVERVIEW**

### **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. 5th Cdn. ed. Toronto: Pearson Education Canada, 2014.

Rainey, Hal G. (Hal Griffin), Understanding and managing public organizations, Jossey-Bass, 4<sup>th</sup> Edition 2009.

#### ***2. Reading Package (purchase Custom Course Book from UWO Bookstore):***

Kernaghan, Kenneth, Brian Marson, and Sandford Borins, *Toward 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/cc04/Kanter.pdf>

⌚ Zauderer, "*The Benefit of Dialogue in Public Management*"  
<http://www.dzauderer.com/dialogue.pdf>

## 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](mailto:cl.chambers@sympatico.ca) no later than **May 16th**. 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, including a memory stick.
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 faxing/emailing selection by **May 16th**). 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 C.L. CHAMBERS AT  
CL.CHAMBERS@SYMPATICO.CA BY MAY 16, 2013.**

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

**1<sup>st</sup> 2<sup>nd</sup>**

- |                          |                          |  |
|--------------------------|--------------------------|--|
| <input type="checkbox"/> | <input type="checkbox"/> | Decision Making (SEMINAR TOPIC #1)                                       |
| <input type="checkbox"/> | <input type="checkbox"/> | Power and Politics (SEMINAR TOPIC #2)                                    |
| <input type="checkbox"/> | <input type="checkbox"/> | Conflict Resolution and Negotiation (SEMINAR TOPIC #3)                   |
| <input type="checkbox"/> | <input type="checkbox"/> | Values, Attitudes, and Their Effects in the Workplace (SEMINAR TOPIC #4) |
| <input type="checkbox"/> | <input type="checkbox"/> | 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)**

**1<sup>st</sup>**

**2<sup>nd</sup>**

- |                          |                          |  |
|--------------------------|--------------------------|--|
| <input type="checkbox"/> | <input type="checkbox"/> | Group 1: Can a municipality change its organizational culture? Who, why/why not, and how?                                      |
| <input type="checkbox"/> | <input type="checkbox"/> | Group 2: Amalgamation and re-structuring: Lessons from theory and practice on merging cultures and re-designing organizations. |
| <input type="checkbox"/> | <input type="checkbox"/> | Group 3: Public administration in a local government environment: Agents of change or agents of resistance?                    |
| <input type="checkbox"/> | <input type="checkbox"/> | 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:* \_\_\_\_\_

Course Outline At-A-Glance - Organizational Behaviour – PS9903a May 27-31, 2013 (Chambers)

<b>Part 1 - Understanding the Workplace</b>		
<b>Schedule and Instructions</b>	<b>Topics and Activities</b>	<b>Required Readings (ahead of class)</b>
<b>Monday, May 27 – morning</b>	<b>Course Orientation and Learning Objectives</b> <b>What Is Organizational Behaviour?</b>  <u>Roundtable discussion:</u> Based on the readings, with examples from your experience: <i>What can the local government manager learn from theory and research on organizations?</i>	✓ Langton, ch. 1
	<b>Post-bureaucratic model and the new public administration</b>  <u>Roundtable discussion:</u> Bureaucratic or post-bureaucratic: Where is your organization on the continuum?	✓ Rainey, ch.1-3 ✓ Kernaghan, ch.1 [Reading package]
<b>Monday, May 27 - afternoon</b>	<b>Stakeholders, Systems and Goals: Analysing the larger organizational environment</b>	✓ Rainey, ch.4
	<b>Organizational Design and Structure</b>	✓ Rainey, ch.8 ✓ Fry, <u>Mastering Public Administration</u> , ch.6, pp.160-180 [Reading Package] ✓ Mohrman, “ <i>When People Get Out of the Box</i> ” [Reading package]
<b>Monday, May 27 - evening</b>		
Meet with your seminar group - time and place of your choice. Seminar preparation.		

<b>Part 2 - Striving for Performance</b>		
<b>Schedule and Instructions</b>	<b>Topics and Activities</b>	<b>Required Readings (ahead of class)</b>
<b>Tuesday, May 28 – morning</b>	<b>Motivating Self and Others</b>	<ul style="list-style-type: none"> <li>✓ Rainey, ch.9</li> <li>✓ Langton, ch. 4</li> <li>✓ Kernaghan, “<i>An honour to be coveted: pride, recognition and public service</i>” [Reading package]</li> <li>✓ Carroll, Barbara Wake and Dewar, David I., “<i>Performance Management: Panacea or Fools' Gold?</i>” [Reading Package]</li> </ul>
	<b>Groups and Teamwork</b>  Team activity	<ul style="list-style-type: none"> <li>✓ Langton, ch.5</li> <li>✓ Rainey, ch.12</li> </ul>
<b>Part 3 - Interacting Effectively</b>		
<b>Tuesday, May 28 - afternoon</b>	Strategic Communications	<ul style="list-style-type: none"> <li>✓ Langton, ch. 6</li> <li>✓ Zauderer, “<i>The Benefit of Dialogue in Public Management</i>” [http://www.dzauderer.com/dialogue.pdf];</li> <li>✓ Garnett, “<i>Applying a Strategic Model to Government Communication</i>” [Reading Package]</li> </ul>
<b>Tuesday, May 28 - evening</b> Identify potential exam topics/questions. Seminar preparation for Wednesday.		

<b>Part 4 - Sharing the Organizational Vision</b>		
<b>Schedule and Instructions</b>	<b>Topics and Activities</b>	<b>Required Readings (ahead of class)</b>
<b>Wednesday, May 29 - morning</b>	<b>Decision Making SEMINAR GROUP 1</b>	<ul style="list-style-type: none"> <li>✓ Rainey, ch.7</li> <li>✓ Langton, ch.9</li> <li>✓ Garson, "<i>Decision-Making</i>," [Reading Package]</li> </ul>
	<b>Power and Politics SEMINAR GROUP 2</b>	<ul style="list-style-type: none"> <li>✓ Rainey, ch.7</li> <li>✓ Langton, ch. 7</li> <li>✓ Kanter, "<i>Power failure in management circuits</i>" [<a href="http://ils.unc.edu/daniel/131/cc04/Kanter.pdf">http://ils.unc.edu/daniel/131/cc04/Kanter.pdf</a>]</li> </ul>
	<b>Conflict Resolution and Negotiation SEMINAR GROUP 3</b>	<ul style="list-style-type: none"> <li>✓ Langton, ch.6</li> <li>✓ Graham, "<i>Collective Bargaining in the Municipal Sector</i>," [Reading Package]</li> </ul>
<b>Wednesday, May 29 - afternoon</b>	<b>Values, Attitudes, and Their Effects in the Workplace SEMINAR GROUP 4</b>	<ul style="list-style-type: none"> <li>✓ Langton, ch.3</li> <li>✓ Rainey, ch.9</li> <li>✓ Van Wart, Montgomery, "<i>The Five Value Sources Used in Decision making in the Public Sector</i>," [Reading Package]</li> </ul>
	<b>Organizational Culture and Diversity SEMINAR GROUP 5</b>	<ul style="list-style-type: none"> <li>✓ Langton, ch. 10</li> <li>✓ Rainey, ch.11</li> </ul>
<b>Thursday, May 30 – morning</b>	<b>Organizational Change (Introduction)</b>	<ul style="list-style-type: none"> <li>✓ Langton, ch. 10 (p. 348-357)</li> <li>✓ Rainey, ch. 13</li> <li>✓ Agocs, "<i>Institutional Resistance to Organizational Change</i>" [Reading Package]</li> </ul>
<b>Thursday, May 30 - afternoon</b>		
<b>EXAM: 2 - 4 p.m. (Room TBA and Social Science Computing Centre)</b>		

