

Western University
Department of Political Science
Organizational Behaviour in a Local Government Environment
Political Science 9903a and 4903a
Fall 2016

Thursdays, 11:30 to 1:30 pm
City Hall, 300 Dufferin Avenue (2nd Floor, Committee Room 4)

Note: In week #5 of the course, the class will be held on Tuesday, October 4, 2016 at 12:00 pm. There will be no classes on November 10 and 17, 2016.

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Office Hours: By appointment

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 OWL.

COURSE OUTLINE

Date	Content
Week 1: September 8, 2016	Orientation to the Course Organizational Behaviour and the Public Sector Readings: <ul style="list-style-type: none">▪ Required Text: Chapter 1

Date	Content
Week 2: September 15, 2016	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 22, 2016	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: September 29, 2016	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 5: Tuesday, October 4, 2016 at 12:00 pm Note: The class will be held on Tuesday this week	The Relationships Between Municipal Council, Staff and the Public: A View from the Field Field Trip: Corporate Services Committee meeting at the City of London. The class will be held at City Hall (300 Dufferin Avenue) in Council Chambers (3 rd floor). Readings: <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.
Week 6: October 13, 2016	Motivation, Stress and Productivity Readings: <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.

Date	Content
Week 7: October 20, 2016 Seminar Week	Perception, Values, Attitudes and Decision Making Readings: <ul style="list-style-type: none"> ▪ Required Text: Chapters 4 and 5
Week 8: October 27, 2016 Seminar Week	Diversity, Inequality and Local Government Administration Readings: <ul style="list-style-type: none"> ▪ Required Text: Chapters 10 and 11
Week 9: November 3, 2016 Seminar Week	Groups and Teamwork Readings: <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.
No classes on November 10 and 17, 2016	
Week 10: November 24, 2016	Leadership and Trust Readings: <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
Week 11: December 1, 2016 Seminar Week	Power and Politics Readings: <ul style="list-style-type: none"> ▪ Required Text: Chapter 13
Week 12: December 8, 2016	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 7, 8, 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	▪ Perception, Values, Attitudes and Decision Making
October 27	▪ Diversity, Inequality and Local Government Administration
November 3	▪ Groups and Teamwork
December 1	▪ 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 Corporate Services Committee meeting attended on October 4, 2016. The paper should include:

1. A brief introduction to the Corporate Services Committee 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: Thursday, October 20, 2016 (in class)

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: Friday, December 23, 2016 (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. All work is due in class. In general, the late penalty can be wholly or partially waived only due to medical or family emergencies.