

Local Government Program - Department of Political Science
Western University
Public Administration 9903 / Political Science 4903
Organizational Behaviour in a Local Government Environment (REVISED - FINAL)
May 30-June 3, 2016
Instructor: Carol-Lynn Chambers

Contact: (519) 466-1406 or e-mail: cchambe5@uwo.ca
Class location: Room 4255, Social Science Centre
Class schedule: 9:00 –12:00 and 1:00 - 4:00 daily

Course Objectives

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

Course Preparation

It is essential to obtain the reading materials and complete the assigned readings prior to the classes for which they are assigned, and to prepare ahead of class for your selected seminars and in-class discussions.

Course Requirements

Final Exam (2 hours, Thursday afternoon, June 2nd) **40%**

- Essay-style, in class. Covers assigned readings and class materials. The class will participate in identifying the exam topics. Students will have a choice of exam questions.

Student-Centered Seminars and Discussion Groups **25%**

- To be presented in class; for dates, refer to the course outline.
- Students will sign up for one of the five seminar topics (noted beside topic) listed on the course outline. Select two (first and second choice) and do some preliminary preparations prior to your arrival on campus.
- Seminar groups will be finalized on the morning of the first day of class.
- Seminar groups will meet to plan their presentations on the first/second evening of the course.
- Students will also sign up for one of the four Discussion Groups and prepare for a roundtable discussion (a.k.a. “The View”) on the topic chosen, on the last morning of class.

Assignment **25%**

- Take-away Essay - case study or analysis (instructions provided in-class) to be submitted, within two weeks of the class conclusion, by email to cchambe5@uwo.ca

Contribution **10%**

- Students are expected to participate actively in contributing to the learning during in-class discussions, by posing questions and offering reflections arising from the assigned readings. Individual perspectives 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

Definition, Scope, and Significance of Organizational Behaviour
Post-bureaucratic model; the new public administration
Stakeholders, systems and goals
Organizational Design and Structure

Part 2: Striving for Performance

Organization of Work – Individuals, Groups, Teamwork
Decision Making – **SEMINAR GROUP 1**
Motivation, Performance, and Recognition

Part 3: Interacting Effectively

Strategic Communications
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 COURSE READINGS

1. Textbooks (purchase from Western Bookstore):

Langton, Nancy, and Stephen P. Robbins. Fundamentals of Organizational Behaviour. 5th Cdn. ed. (or most current) Toronto: Pearson Education Canada, 2014.

Note: The previous or subsequent edition of a text is acceptable, however students must cross-reference the readings accordingly.

2. Required Readings

a) Course Package – purchase from Western Bookstore (well in advance of the course)

Kernaghan, Kenneth, Brian Marson, and Sandford Borins, *Toward the New Public Organization* (Toronto: The Institute of Public Administration of Canada, 2000), chapter 1.

Kernaghan, "An honour to be coveted: pride, recognition and public service", in *Canadian Public Administration*, Volume 44, No.1 pp.67-83.

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.

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.

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.

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.

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., "Applying a Strategic Model to Government Communications", in *Communicating for results in government: a strategic approach for public managers*, San Francisco: Jossey-Bass, 1992, 34-67.

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

b. 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>

Gomes, Ricardo Corrêa, "Stakeholder Management in the Local Government Decision-Making Area: Evidences from a Triangulation Study with the English Local Government"
http://www.anpad.org.br/periodicos/arq_pdf/a_602.pdf

4. Additional Articles and Reference Material

Additional materials in support of lectures will be made available on OWL or distributed in class as required. For Seminar Groups, students are encouraged to research and apply other scholarly reference material as applicable.

****Students are reminded to ensure they have all materials above, access to OWL, and their Western email active prior to the course.**