Organizational Behaviour in a Local Government Environment
Political Science 9903A
Summer 2023: May 29-June 2
Room 7210
9:00 am – 4:30 pm.

Instructor: Carol-Lynn Chambers, Doctor of Education (Ed.D.) and Master of Public Administration (MPA)
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Office: By Appointment, Text/phone 5194661406

Course Description: This course examines selected theoretical perspectives, research findings, and issues in the field of organizational behaviour and leadership in modern-day local government. The focus of the course is on applying these theories and concepts to public sector organizations, with emphasis on local government administration.

Objectives: This course introduces students to select aspects of the academic literature on organizational behaviour. Students will learn how the behaviour of people in organizations relates to individual, group, organizational, and societal outcomes. Students will apply an organizational lens to help better understand the challenges and opportunities of local government administration.

Main topics: Organizational behaviour and local administration; organizational structure; leadership; trust; organizational culture; groups and teamwork; conflict; strategic communication; motivation, stress, and productivity; organizational change; power and privilege; diversity and inequality; and human resources management.

Methods: This course will be delivered through lectures, discussion, case studies, exercises, group seminars, and a final essay. Students will be expected to be able to critically analyze and apply the course topics both individually and in relation to other course topics, in a local government organizational context.

Learning Outcomes:

✓ Heightened awareness and insight regarding issues related to the skills and interpersonal behaviour of organizational members (employees and leaders)
✓ Understanding and recognition of the impacts of organizational behaviour at all levels in the organization
✓ Identifying leadership influence on organizational change and betterment of the work environment
Course Schedule, Topics, and Required Readings:

Readings are made available electronically for downloading on OWL. Assigned readings are be completed **before** the class in which it is scheduled for discussion. Additional resources will be supplied in class as applicable. Individual research is also encouraged regarding the course topics and final assignment.

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<th>Date</th>
<th>Topics</th>
<th>Required Readings</th>
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<td>Discussion: Current issues in local government related to the course topics and relevance and aftermath of Covid pandemic in the workplace</td>
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<td>Significance of critical thinking and the contribution of scholarly research toward explaining real-world experiences of organizational behaviour</td>
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<tr>
<th>Date</th>
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<th>Journal, Volume, Issue, Page Range</th>
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<tr>
<td>4</td>
<td></td>
<td>Kim, S., &amp; Yoon, G.</td>
<td>2015</td>
<td>An Innovation-Driven Culture in Local Government: Do Senior Manager’s Transformational Leadership and the Climate for Creativity Matter?</td>
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Day 4

**Student Presentations**

Day 5
Leading and managing change


Closing Discussion, course feedback process, and final assignment instructions.

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**Course Requirements, Responsibilities, and Grading**

**Contributions to Learning (in class): Weight: 30%**

Students will be assessed on their attendance and contributions to learning in class, as identified by meaningful contribution in class and in posts on OWL each day. Drawing from the readings is of high value, and practical applications and examples are encouraged.

**In-Class Assignment (Topic Research, Seminar Development, Presentation) Weight: 30%**

This course includes student-led seminars. In assigned work groups, students will participate in the research, development, and presentation of one assigned seminar topic. These seminars are designed to present relevant concepts from the literature, stimulate discussion about organizational behaviour issues/challenges, and contemplate the application of theories to provide insight, using practical examples and engaging the class. Seminars will be delivered in class on the afternoon of the fourth day of class.

**Written Assignment (Essay): Weight: 40%**

Students are required to submit a brief essay applying the theories of the key organizational behaviour topics studied in this course. The paper should include the following: a brief introduction describing the context of the organization in relation to the application of organizational behaviour concepts. A critical analysis of the topic, identifying selected theories and concepts from the course, and applying these toward addressing challenges and informing proactive leadership strategies.

- Prospective recommendations for change, with supporting references from the literature.
Students should make use of class readings as well as independent research findings in the analysis.

The research paper should demonstrate the student’s ability to critically analyze and contextualize theories, as well as express insights acquired in this course regarding practical application to the work environment.

The page length for the research paper should not exceed 3,000 words (word-processed and double-spaced).

Sources of direct quotations, borrowed ideas from the literature, and specific facts should be properly acknowledged in footnotes or citations. Guides for citing sources are available at http://www.lib.uwo.ca/services/styleguides.html.

Students are to use APA style for all assignments. Proper citation of sources will avoid plagiarism, a serious academic offence. A bibliography at the end of your essay should list all of the sources cited in your paper.

All assignments are expected to be submitted on time. Extensions will be granted only with prior approval of the instructor and only for exceptional reasons (a significant unforeseen emergency) deemed valid by the instructor.

The final grade will be based on the following course components:

**Individual Student Posts (30%)**

At the end of each class (daily), you are expected to craft and post, one idea, thought, opinion, insight, or revelation that you take away each day of class. Anonymized examples pertaining to your organization are useful to demonstrate applicability. You must also refer to (and provide supporting quotes from) the assigned readings to support your view/observation.

You are also expected to provide a response to at least one other course participant, commenting on the significance of their post, and adding your insights, complemented by a supporting quote from the assigned readings.

**Group Presentations (30%)**

You are expected to collaborate with members of your assigned group to apply a combination of two course topics that together provide insight into organizational change opportunities toward a more effective workplace. You will deliver your presentation during a Collaboration session, with one spokesperson on behalf of your group.

**Reflective Essay: (40%)**

At the conclusion of the course, you are expected to write a reflective essay. Drawing from your readings and work in Assignment #1, Assignment #2, as well as using course literature sources to frame your topic, you are required to develop a theoretically informed review paper that demonstrates your understanding of the issue from multiple perspectives, showing an understanding of complexities, and organizational critiques.
In this paper, you are required to:

- use literature to frame your issue statement/paragraph and include the work of particular organizational theorists and how their work relates to your issue and the organization.
- demonstrate evidence of synthesis and evaluation, not just description and you must answer the question ‘why does this issue matter to the organization?’.
- provide evidence of understanding organizational need, planning for and implementing change, and evaluating change, evidence of explaining diverse perspectives on organizational change theory.
- discuss (a) the context of your organization, (b) the role of leader(s) in addressing the issue in the organization, (c) your role as a leader in addressing the issue and (d) what leadership approach(es) you propose to use toward addressing this problem.
- Provide a reference list at the end of your Assignment. Please ensure that you also incorporate a minimum of TWO new scholarly secondary sources, in addition to at least one of the applicable sources from the course syllabus. Secondary sources include scholarly articles, books and book chapters. Located within the course syllabus are writing support guidelines to assist you with this essential task.

For assessment purposes you will need to submit a maximum 15-page double-spaced review paper (including references) to the instructor through the OWL course site prior to the deadline.

An assessment rubric will be uploaded to the OWL site.

**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 or by specified deadline post-class. In general, the late penalty can be wholly or partially waived only due to medical or family emergencies.

**Accommodation:**

Please contact the academic support department if you require any information in plain text format, or if any other accommodation to make the course material and/or physical space accessible to you.

http://academicsupport.uwo.ca/accessible_education/academic_accomodation.html

**Plagiarism:**

Students must write their essays and assignments in their own words. Whenever students take an idea, or a passage of text from another author, they must acknowledge their dept both by using quotation marks where appropriate and by proper referencing such as footnotes or citations. Plagiarism is an academic offence.