

Western University  
Department of Political Science  
**Organizational Behaviour in a Local Government Environment**  
Political Science 9903a and 4903a  
Fall 2014

Thursdays, 11:00 am to 1:00 pm  
City Hall, 300 Dufferin Avenue (2<sup>nd</sup> Floor, Committee Room 4)

**Important Notes:**

- Class the week of October 9, 2014 will be held on the Monday (October 6) at 7:00 pm
- Class the week of October 30, 2014 will be held from 2:00 to 4:00 pm

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**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**

<b>Date</b>	<b>Content</b>
<p><b>Week 1:</b> September 11, 2014</p>	<p><b>Orientation to the Course</b> <b>Organizational Behaviour and the Public Sector</b></p> <p><b>Readings:</b></p> <ul style="list-style-type: none"> <li>▪ Required Text: Chapter 1</li> </ul>
<p><b>Week 2:</b> September 18, 2014</p>	<p><b>The Organizational Environment of Local Administration</b></p> <p><b>Readings:</b></p> <ul style="list-style-type: none"> <li>▪ Chapter 2 (pages 49-67)</li> <li>▪ James Svava, "The Shifting Boundary Between Elected Officials and City Managers in Large Council-Manager Cities," <i>Public Administration Review</i>, 59(1), 44-53.</li> </ul>
<p><b>Week 3:</b> September 25, 2014</p>	<p><b>Organizational Structure</b></p> <p><b>Readings:</b></p> <ul style="list-style-type: none"> <li>▪ Required Text: Chapter 15</li> <li>▪ Johan P. Olsen, "Maybe It Is Time to Rediscover Bureaucracy," <i>Journal of Public Administration Research and Theory</i>, 16, 1-24.</li> </ul>
<p><b>Week 4:</b> October 2, 2014</p>	<p><b>Organizational Culture</b></p> <p><b>Readings:</b></p> <ul style="list-style-type: none"> <li>▪ Required Text: Chapters 5 and 14</li> <li>▪ 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.</li> </ul>
<p><b>Week 5:</b> <b>Monday, October 6, 2014 at 7:00 pm</b></p> <p>Note: The class will be held on Monday night this week</p>	<p><b>The Relationships Between Municipal Council, Staff and the Public: A View from the Field</b></p> <p><b>Field Trip:</b> Community and Protective Services Committee meeting at the City of London. The class will be held at City Hall (300 Dufferin Avenue) in Council Chambers (3<sup>rd</sup> floor).</p> <p><b>Readings:</b></p> <ul style="list-style-type: none"> <li>▪ 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.</li> </ul>

Date	Content
<p><b>Week 6:</b> October 16, 2014</p>	<p><b>Motivation, Stress and Productivity</b></p> <p><b>Readings:</b></p> <ul style="list-style-type: none"> <li>▪ Required Text: Chapters 7 and 8</li> <li>▪ 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.</li> <li>▪ 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.</li> </ul>
<p><b>Week 7:</b> October 23, 2014</p> <p><b>Seminar Week</b></p>	<p><b>Perception, Values, Attitudes and Decision Making</b></p> <p><b>Readings:</b></p> <ul style="list-style-type: none"> <li>▪ Required Text: Chapters 4 and 5</li> </ul>
<p><b>Week 8:</b> October 30, 2014</p> <p>Note: Class will be held from 2:00 to 4:00 pm</p> <p><b>Seminar Week</b></p>	<p><b>Diversity, Inequality and Local Government Administration</b></p> <p><b>Readings:</b></p> <ul style="list-style-type: none"> <li>▪ Required Text: Chapters 10 and 11</li> </ul>
<p><b>Week 9:</b> November 6, 2014</p> <p><b>Seminar Week</b></p>	<p><b>Groups and Teamwork</b></p> <p><b>Readings:</b></p> <ul style="list-style-type: none"> <li>▪ Required Text: Chapter 9</li> <li>▪ Gerard Seijts and Jeffrey Gandz, "Gaining a Competitive Edge through Rapid Team Formation and Deployment," <i>Organizational Dynamics</i>, 38(4), 261-269.</li> </ul>
<p><b>Week 10:</b> November 13, 2014</p>	<p><b>Leadership and Trust</b></p> <p><b>Readings:</b></p> <ul style="list-style-type: none"> <li>▪ Required Text: Chapter 16</li> <li>▪ David Siegel, "The leadership role of the municipal chief administrative officer", <i>Canadian Public Administration</i>, 53(2), 139-161.</li> <li>▪ 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.</li> </ul>

Date	Content
	<ul style="list-style-type: none"> <li>Stephen M.R. Covey, "How Do you Measure Trust," Franklin Covey and CoveyLink, <a href="http://www.speedoftrust.com">www.speedoftrust.com</a></li> </ul>
<b>Week 11:</b> November 20, 2014  <b>Seminar Week</b>	<b>Power and Politics</b>  <b>Readings:</b> <ul style="list-style-type: none"> <li>Required Text: Chapter 13</li> </ul>
<b>Week 12:</b> November 27, 2014	<b>Organizational Change</b>  <b>Readings:</b> <ul style="list-style-type: none"> <li>Jeffrey D. Ford and Laurie W. Ford, "Stop Blaming Resistance to Change and Start Using It," <i>Organizational Dynamics</i>, 39(1), 24-36.</li> <li>Howard E. McCurdy, "Can Government Organizations Learn and Change?" <i>Public Administration Review</i>, March/April 2011, 316-319.</li> </ul>

**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
<b>October 23</b>	<ul style="list-style-type: none"> <li>Perception, Values, Attitudes and Decision Making</li> </ul>
<b>October 30</b>	<ul style="list-style-type: none"> <li>Diversity, Inequality and Local Government Administration</li> </ul>
<b>November 6</b>	<ul style="list-style-type: none"> <li>Groups and Teamwork</li> </ul>
<b>November 20</b>	<ul style="list-style-type: none"> <li>Power and Politics</li> </ul>

**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 Community and Protective Services Committee meeting attended on October 6, 2014. The paper should include:

1. A brief introduction to the Community and Protective 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 16, 2014**

**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: Thursday, December 4, 2014**

**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.