

Local Government Program - Department of Political Science  
*Western University*  
**Public Administration 9903 / Political Science 4903**  
**Organizational Behaviour in a Local Government Environment**  
***May 25-29, 2015***

Instructor: Carol-Lynn Chambers  
Contact: (519) 466-1406 or e-mail: [cchambe5@uwo.ca](mailto: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 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 to 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, May 28th) **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 will be asked to 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.
- Groups will be finalized on the morning of the first day of class.
- 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 (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)  
Submit by **June 19, 2015** by email to [cchambe5@uwo.ca](mailto:cchambe5@uwo.ca)

**Contribution 10%**

Students will be 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 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**

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 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.

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

#### ***2. Required Readings (Course Package – purchase from Western Bookstore)***

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.

Garnett, James L., Communicating for results in government: a strategic approach for public managers, San Francisco: Jossey-Bass, 1992, 34-67.

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.

Agocs, Carol "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>
- 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](http://www.anpad.org.br/periodicos/arq_pdf/a_602.pdf)
- Zauderer, “*The Benefit of Dialogue in Public Management*”  
<http://www.dzauderer.com/dialogue.pdf>
- Mohrman, “*When People Get Out of the Box*” <http://ceo.usc.edu/pdf/G9419262.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. Students are reminded to ensure they have access to OWL and their Western email prior to the course.