

Western University
Department of Political Science
Organizational Behaviour in a Local Government Environment
Political Science 9903a
Fall 2019

Thursdays, 11:30 am to 1:30 pm
AJ Tyler Operations Centre, Training Centre, General Training Room (663 Bathurst Street)

Notes:

- The first class will be held on Thursday, September 19, 2019
 - There will be two classes the week of October 14, 2019. The first class will be held on Tuesday, October 15, 2019 at 9:00 am. We will meet at City Hall (300 Dufferin Street) for this class. The meeting is in Committee Room #3 (second floor). The second class will be held at the normal time and location (Thursday, October 17, 2019 at 11:30 am at AJ Tyler)
 - There is no class on Thursday, October 24, 2019
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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, guest speakers, field trips, 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 OWL.

COURSE OUTLINE

Date	Content
<p>Week 1: September 19, 2019</p>	<p>Orientation to the Course Organizational Behaviour and the Public Sector</p> <p>Readings: Required Text: Chapter 1</p>
<p>Week 2: September 26, 2019</p>	<p>The Organizational Environment of Local Administration and HR Legal Framework</p> <p>Readings: Required Text: Chapter 2 (pages 49-67)</p> <p>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.</p>
<p>Week 3: October 3, 2019</p>	<p>Organizational Structure</p> <p>Readings: Required Text: Chapter 15</p> <p>Johan P. Olsen, "Maybe It Is Time to Rediscover Bureaucracy," <i>Journal of Public Administration Research and Theory</i>, 16, 1–24.</p>
<p>Week 4: October 10, 2019</p>	<p>Organizational Culture</p> <p>Readings: Required Text: Chapter 14</p> <p>Jon R. Katzenbach, Ilona Steffen, and Caroline Kronley, "Cultural Change that Sticks," <i>Harvard Business Review</i>, July/August 2012, 110-117.</p> <p>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.</p>
<p>Week 5: Tuesday, October 15, 2019 NOTE: This class will be held on Tuesday at 9:00 am at City Hall (300 Dufferin Street)</p>	<p>Senior Leadership in Action: A View from the Field</p> <p>Field Trip: Senior Leadership Team meeting at the City of London. The class will be held at City Hall (300 Dufferin Avenue) in Committee Room #3 (2nd floor).</p>

Date	Content
<p>Week 6: October 17, 2019</p>	<p>Leadership, Power and Privilege</p> <p>Readings: Required Text: Chapters 13 and 16</p> <p>David Siegel, "The leadership role of the municipal chief administrative officer", <i>Canadian Public Administration</i>, 53(2), 139-161.</p> <p>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.</p>
<p>No class on October 24, 2019</p>	
<p>Week 7: October 31, 2019</p> <p>Seminar Week (1 group)</p>	<p>Groups and Teamwork</p> <p>Readings: Required Text: Chapter 9</p> <p>Gerard Seijts and Jeffrey Gandz, "Gaining a Competitive Edge through Rapid Team Formation and Deployment," <i>Organizational Dynamics</i>, 38(4), 261-269.</p> <hr/> <p>Strategic Communications</p> <p>Readings: Garnett, James L., "Applying a Strategic Model to Government Communications", in <i>Communicating for results in government: a strategic approach for public managers</i>, San Francisco: Jossey-Bass, 1992, pp. 34-67.</p>
<p>Week 8: November 7, 2019</p>	<p>Motivation, Stress, and Productivity</p> <p>Readings: Required Text: Chapters 7 and 8</p> <p>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.</p> <p>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.</p>

Date	Content
Week 9: November 14, 2019 Seminar Week (2 groups)	Perception, Stereotyping and Attribution Readings: Required Text: Chapter 4 <hr/> Values and Attitudes at Work Readings: Required Text: Chapter 5
Week 10: November 21, 2019	Organizational Change Readings: 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.
Week 11: November 28, 2019 Seminar Week (2 groups)	Race, Ethnicity, and Workplace Diversity Readings: Required Text: Chapter 10 <hr/> Sex at Work Readings: Required Text: Chapter 11
Week 12: December 5, 2019	Putting it all Together

COURSE REQUIREMENTS AND RESPONSIBILITIES

1. Seminar: Selected Topics

Weight: 25%

Weeks 7, 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 31	1. Groups and Teamwork (chapter 9)
November 14	2. Perception, Stereotyping and Attribution (chapter 4) 3. Values and Attitudes at Work (chapter 5)
November 28	4. Race, Ethnicity, and Workplace Diversity (chapter 10) 5. Sex at Work (chapter 11)

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 Senior Leadership Team meeting attended on October 15, 2019. The paper should include:

1. A brief introduction to the Senior Leadership Team 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 31, 2019 (in class)

3. Research Paper:

Case in Local Government Administration or Management

Weight: 35%

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 13, 2019 (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.