

DRAFT

(A) Course Participants

This course is for graduate level students from public administration, psychology, business administration and related disciplines.

(B) Course Objectives

The objectives of the course are:

- To identify and manipulate the multiple influences that shape organizational culture, specifically how they relate to public sector leadership
- To become adept at applying scientific principles to influence organizational performances and outcomes
- To manage needs unique to public sector organizations—e.g. intangible goals, not-for-profit outcomes, equitable/fair distribution
- To develop collective efficacy in conflict management practices for enhancing work quality and effecting constructive organizational change

(C) Course Meetings and Format

- Class will meet Monday through Friday in A303 Old Mill Annex at 8:45am – 5:00pm
- Classwork includes lecture, guided discussion, group exercises, and skill development

(D) All students must complete the following requirements:

1. *Daily Literature Review papers** to begin June 4th, 2012
2. *Student Led Discussions **
3. *Organizational Culture Analysis (OCA) paper**

Part I: Description of Organizational Culture - Due date: June 8, 2012. Your paper (6-8 pages, word-processed, double-spaced) must be a description of public sector workplace culture as supported by social science and best practice literatures.

Part II: Organizational Culture Intervention Plan – Due date: June 15, 2012. Your paper (4-6 pages, word-processed, double-spaced) must be a plan to modify systematically the organizational culture described in Part I as supported by social science and best practice literatures.

4. *Final Exam** Due date: June 15, 2012. 10 page word-processed, double spaced paper in which you answer two of three questions relating to workplace culture development/change...social science theory, methodology, and applied practice.

* We will discuss in class the details of student papers and student-led discussion

(E) Composition of Final Course Grade

OCA Paper (Part I - 10 points; Part II- 15 points)	25 points
Daily Literature Review Papers (1-2 pages)	20 points
Student-Led Discussions	15 points
Final Exam Paper	40 points
<hr/> Total Grade	<hr/> 100 points

(F) Required Readings

- 1) Course Readings posted on Blackboard Webpage
- 2) Myra Warren Isenhart and Michael Spangle (2000) *Collaborative Approaches to Resolving Conflict*, Thousand Oaks, California: Sage Publishers

(G) Office Hours by appointment: You can reach Robert at Robert.Lawson@uvm.edu or 233-9298 (or) Doris at edanders@uvm.edu or 318-0953

(H) Class Schedule

JUNE 4, 2012 LEADERSHIP & WORK CULTURE **LECTURE ONE**

- A. INTRODUCTION TO LEADERSHIP and WORK CULTURE
- B. GOVERNANCE & TRANSFORMATIONAL LEADERSHIP
- C. LEADERSHIP SKILLS: Collaboration and Teambuilding
- D. EXERCISE: ORGANIZATIONAL CULTURE ANALYSIS

Lecture 1 Readings: - Lawson, Anderson, and Rudiger (2011): Chapters 3, & 4
- D. Kettl, *Transformation of Governance* (2008)
- Edgar H. Schein (1990)

June 5, 2012 ORGANIZATIONAL SYSTEMS & DECISION-MAKING **LECTURE TWO**

- A. PUBLIC SECTOR ORGANIZATIONS
- B. SYSTEM THINKING
- C. ORGANIZATIONAL DECISION-MAKING
- D. INTER-ORGANIZATIONAL COOPERATION
- E. EXERCISES: SYSTEMS, RISK MANAGEMENT

1) Lecture 2 Readings: - Lawson et al (2011) Chapter 1, 5, & 9
- Gharajedaghi, Jamshid (2006)
- Lindblom (1959)
- Leroux et al (2010)

2) Isenhart and Spangle, Chapter 1, p. 8-9; Chapters 3, 4, and 5

June 6 2012 MOTIVATION, CHANGE, & LEARNING **LECTURE THREE**

- A. EMPLOYEE MOTIVATION
- B. EMOTIONAL INTELLIGENCE AND ENGAGED EMPLOYEES
- C. ORGANIZATIONAL CHANGE & LEARNING
- D. INNOVATIVE AND LEARNING CULTURE
- E. CHANGE MOTIVATION

Lecture 3 Readings: - Lawson et al (2011) Chapters 8, 12
- Maslow's Hierarchy Model
- Vigoda-Gadot and Meisler (2010)

- Weick & Quinn (1999)

June 7, 2012 DIVERSITY, ETHICS, & CITIZEN ENGAGEMENT

LECTURE FOUR

- A. WORKPLACE DIVERSITY
- B. CROSS-CULTURAL COMMUNICATIONS
- C. INCLUSIVE DECISION-MAKING
- D. ACCOUNTABILITY AND TRUST
- E. ETHICAL DILEMMAS

Lecture 4 Readings: - Lawson et al (2011) Chapter 5
- Choi and Rainey (2010)
- Stella Ting-Toomey (1992)
- Tom Barth (2010)
- Adams and Balfour (2008)
- Terry Cooper et al (2006)

June 8, 2012 COMMUNICATION, NETWORKING, & CONFLICT MANAGEMENT

LECTURE FIVE

- A. ORGANIZATIONAL NETWORKS
- B. ENHANCING CITIZEN ENGAGEMENT
- C. CIVIC TRAILBLAZING
- D. CONFLICT MANAGEMENT SYSTEMS
- E. EXERCISES: NETWORKING AND CONFLICT INTERVENTION

1. Lecture 5 Readings: - Lawson et al (2011) Chapter 11
 - Hadley and Moroney (2010)
 - Norma Riccucci et al (2009)
 - Bingham and O'Leary (2006)
2. Isenhardt and Spangle: Chapters 1, 2, 8, 9
3. Cathy Constantino and Christina Merchant (1996) -HANDOUT

(I) MPA Core Competencies

This course extensively covers the following core Master of Public Administration competencies:

- Capacity to be or become an reflective and responsive practitioner
- Capacity to understand the value of authentic citizen participation & engagement
- Capacity to understand the value of professional integrity/ethics in PA practice
- Capacity to understand how problem identification impacts public administration
- Capacity to understand and appreciate the value of pluralism, multiculturalism & cultural diversity

This course also exposes students to the following core MPA competencies:

- Capacity to identify and eventually manage public, private, non-profit collaboration/overcome conflicts
- Capacity to undertake high quality active listening, oral, & written communication
- Capacity to understand the value of social & economic equity in PA practice