INTRODUCTION TO PUBLIC SECTOR MANAGEMENT
WCIM6206

Course Outline (online)

Description:
This course provides an overview of managing in the public and not-for-profit sectors – current practices, challenges and contexts. Participants will explore the differences and similarities between managing in the public sector and managing in the private sector, and the interplay between critical organizational processes and management functions.

Particular attention will be given to managing in a university environment, with specific examples, cases and speakers from Western. There will be many opportunities to draw upon your own experience and reflect on your views of, and reactions and responses to, managerial and leadership issues.

Classes will consist of lectures, guest speakers, case studies, class exercises and guided discussion. This is intended to be a highly interactive class with individual participation and group work. Each participant is expected to attend class having read the assigned material and given thought to the issues presented. Each is expected to share their thoughts with the class, as appropriate to the discussion, in a respectful exchange of ideas. Individual and group assignments are as listed below.

Course Goals:
By course-end, participants will have an overview of the private and public business sectors, the environment in which they operate, and an understanding of the role of the manager in those settings. Participants will discuss issues encountered as a manager and will learn practical tools to assist in planning, decision-making, operational execution and control. Participants will learn of the importance of managing culture and communications as well as motivating employees and managing change.

Course Objectives: At the completion of this course, the student will be able to:
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- Identify the differences between private and public sector organizations.
- Canvas the responsibilities of a manager.
- Scan the legal environment governing business in the public and private sectors.
- Explore the importance of good leadership skill and business ethics.
- Learn practical skills in the management functions of decision-making, planning, organizing, and controlling.
- Assess organization structure, resources and operational process.
- Understand the importance of managing work culture and communication.
- Discuss the foundations of motivation, team building and managing change.

Texts:

TBA

Given the course objectives of interactive learning and practical application of the materials to the university setting, several current Western reports and documents will be examined throughout the course, including:

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- Western's Strategic Plan http://president.uwo.ca/strategic_planning/index.html
- WE SPEAK Survey 2020 https://uwo.ca/hr/working/we_speak/index.html
- Sustainability at Western http://sustainability.uwo.ca/
- Indigenous Strategic Plan https://indigenous.uwo.ca/about_us/pdf/Indigenous%20Strat%20Plan%20-%20Final.pdf
- Principles of Internationalization https://international.uwo.ca/staff/principles.html and International Strategy 2014-2019 https://international.uwo.ca/staff/international_strategy.html
- E-Learning Report to the Provost 2013 https://provost.uwo.ca/pdf/INSIDE_E-Learning_REPORT-may2013-v4.pdf

- Various websites and videos as listed in the course outline and provided throughout the course.

APA Formatting Sources
- https://owl.purdue.edu/owl/research_and_citation/apa_style/apa_formatting_and_style_guide/general_format.html
- https://www.bibme.org/apa/book-citation
- https://www.apa.org/pubs/apastyle/
- https://www.citationmachine.net/apa/cite-a-book

Evaluation:
To complete this course, the participant must attend all classes, participate in the team project, and complete the following assignments:

Assignment	Value (%)	Due Date *
Team Case Study / Peer Review	20	Week 10
Mini-Tests (2 @ 15% each)	30	Weeks 5 & 11
Individual Report	25	Week 13 class
Participation	25	Each class
TOTAL	100	

Assignment Details:

Team Case Study / Peer Review (20%)
Each team (as described by the Instructor) is responsible for preparing a report and presentation on one of the case studies noted in the outline. Preparing a report on the case involves noting the facts and issues in the case, delineating the considerations important to the decision-maker (you) and making a decision/recommendation supported by a sound rationale. It should be clear that you have applied learning from the course. You will be required to present the case to the rest of the class and lead them in learning as you work through the case together and share your thoughts and recommendations. Presentations should be between 10 to 15 minutes in length and available for the class to view by screen share on the Zoom platform.

Everyone will be required to provide a peer review of the group presentations. Written group reports and peer review feedback will be submitted to the Instructor for grading.

Individual Report (25%)
Identify a significant management issue in your unit. This can be one you are really dealing with in your role, or one that you have identified that you could propose a resolution for. Using what you have learned in the course, engage in the following steps:
1. Identify and analyze the issue. Identify who the stakeholders are.
2. Do an environmental analysis. What environmental factors are significant and what impact do they have on the problem or what constraints do they present in resolving the problem?
3. What are the strategic considerations? (Porter, Diamond-E)

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4. What possible actions might be taken to resolve the issue? Do an analysis of the strengths and weaknesses of each option.
5. Decide how to resolve the issue and provide a rationale for making that decision. Analyze any risks or consequences to your decision and indicate how these will be managed.
6. Develop a plan of action to implement your decision. Set out any resources required to execute your plan and indicate how those resources will be obtained.

Notes on assignments (papers and reports):
- Must be academic in style and content
- Must have a clear focus
- Must present ideas in a logical and well-thought-out flow
- Arguments, analysis, and conclusions must be based on clearly identified research and sources
- Must cite all references from other sources
- Must be in paragraph format
- Must be double-spaced, and typewritten
- Must follow APA style

Grading:

A+	90-100	One could scarcely expect better from a student at this level
A	80-89	Superior work which is clearly above average
B	70-79	Good work, meeting all requirements, and eminently satisfactory
C	60-69	Competent work, meeting requirements
D	50-59	Fair work, minimally acceptable
F	below 50	Fail

Online Participation Grading Chart:

The following chart will act as a guide for assessing student participation in the course.

Grade	Criteria
9-10	The student participates frequently, providing relevant responses and over the length of the course actively replies to discussion questions, instructor comments, and other students in a positive manner that demonstrates critical thinking skills; the responses often offer new perspectives on course material and spark discussion.
7-8	The student participates consistently, providing relevant responses and over the length of the course actively offers new ideas and responds to the contributions of others.
6	The student provides some relevant contributions and occasionally offers new ideas.
5	The student's contributions are inconsistent in both quality and relevance. The student does not offer any new ideas, and responses to fellow students are few.
4	The student rarely participates, rarely provides responses, and rarely responds to the comments and contribution of others. The student is rarely involved in group or class discussions.
0-3	The student never participates, does not respond to the comments or contributions of others, and does not offer their opinion or ideas. The student only contributes when specifically asked by the instructor.

Policy on Cheating and Academic Misconduct:

Academic honesty is a cornerstone of conduct at Western University. We cannot have freedom of expression without integrity. Students are responsible for understanding the nature of and avoiding the occurrence of plagiarism and other academic offences; please refer to the section on "Scholastic

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Offences" in the current University Academic Calendar, or on the web at
http://www.westerncalendar.uwo.ca. Such offences include plagiarism, cheating on an examination, submitting false or fraudulent assignments or credentials, impersonating a candidate, or submitting for credit in any course any academic work for which credit has previously been obtained or is being sought in another course in this University or elsewhere (without the knowledge and approval of the instructor to whom the work is submitted). Students enrolled in non-degree courses are expected to abide by the University's code of conduct.

Code of Student Conduct:

The purpose of the Code of Student Conduct is to define the general standard of conduct expected of students registered at Western University, provide examples of behaviour that constitutes a breach of this standard of conduct, provide examples of sanctions that may be imposed, and set out the disciplinary procedures that the University will follow. For the complete Code of Student Conduct:
http://www.uwo.ca/univsec/pdf/board/code.pdf.

Plagiarism:

All required papers may be subject to submission for textual similarity review to the commercial plagiarism detection software under license to the University for the detection of plagiarism. All papers submitted will be included as source documents in the reference database for the purpose of detecting plagiarism of papers subsequently submitted to the system. The use of the service is subject to the licensing agreement, currently between Western University and Turnitin.com (http://www.turnitin.com).

How often will the instructor communicate with me?

Instruction will be through both online OWL forum discussions and virtual meetings. Discussion forums will be monitored, and guidance/questions/comments will be made as necessary to lead the class learning. When challenges are identified, individual discussions will be initiated between the instructor and student.

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.

When will I receive my grades?

Final grades will be available 2 weeks after the last scheduled day of the course. A grade report can be printed from myWCS.

How do I hand in assignments?

All assignments will be submitted electronically through OWL using the assignment tool. Failure to meet deadlines without the instructor's written permission will be subject to the late assignment policy. It is the student's responsibility to ensure that all assignments forwarded to the instructor arrive before the due date. If you experience difficulty in submitting assignments through OWL, you are responsible for contacting the instructor and arranging an alternate method of delivery (e.g. e-mail attachment) for the assignment.

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Course Schedule:

Week One:
Introduction to Managing in the Private and Public Sectors

Questions to consider for this week's unit:
> What defines the public sector? What defines the not-for-profit sector? How do they differ? What are the various legal business models? How does each business model govern itself? What unique limitations/considerations/external factors does the public sector face? What is the role of a Manager in each? What are some of the challenges faced in each?

Required Readings:
- Management (12th edition e-book): Chapter 1 "Introduction to Management and Organizations

Activities:
- Online Discussion and Introduction, and creation of "Class Agreement"

Week Two:
Governance and Policy Making at Western

Questions to consider for this week's unit:
> What is Western's business model? How does it govern? What external factors does Western's Administration have to consider in decision-making? In planning? In control? Who are the stakeholders in each model? How do the academic and administrative units fit? How do we coordinate our activity? What are the responsibilities of management at Western?

Required Readings:
- Management (12th edition e-book): Chapter 3 "Managing in Diversity" and Chapter 4 "Managing in a Global Environment"
- Case Study: Weathering the Storm, Awarding an Honorary Degree to Canada's Pioneer Abortion Doctor, Ivey Business Cases
- (Skim) An Act Respecting the University of Western Ontario http://www.uwo.ca/univsec/pdf/about/university_act/University_of_Western_Ontario_Act_1982_as_amen ded_1988.pdf
- Role of the Board of Governors http://www.uwo.ca/univsec/board/role/index.html

Activities:
- Online discussions

Week Three:
Problem-Solving and Decision-Making

Questions to consider for this week's unit:
> What is a good decision-making process? How do you make decisions in an uncertain environment? How do individual and group decision-making processes differ? How do you get others to act on decisions that are made?

Required Readings:
- Management (12th edition e-book): Chapter 8 "Decision Making"

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Week Four: Monday,

Managing in the Legal Environment: Commercial Contracts, Collective Agreements and Risk Management AND Legislation and Common Law

Questions to consider for this week's unit:
> Employment related Legislation in Ontario: Labour Relations Act, Employment Standards Act, Human Rights Code, Freedom of Information and Protection of Privacy Act, Common Law of Termination, Elements of contract (offer/acceptance, intention to create legal relations, misrepresentation, undue influence and duress, interpretation, effect/remedy of breach), intellectual property considerations, special considerations in collective agreements; risk management

Required Readings:
- Management (12th edition e-book): Chapter 13 "Managing Human Resources"
- Case Study: Purchasing Problems at the University of Western Ontario, Ivey case study

Additional Resources: (Please skim briefly to acquaint yourself with these resources):
- Legislation in Ontario: http://www.labour.gov.on.ca/english/
- Employment Standards: http://www.labour.gov.on.ca/english/es/pubs/factsheets/fs_general.php http://www.labour.gov.on.ca/english/es/pubs/index.php
- Health and Safety: http://www.labour.gov.on.ca/english/hs/
- Human Rights: http://www.ohrc.on.ca/en
- Disability Access and Accommodation and Customer Service Standards: http://www.e-laws.gov.on.ca/html/statutes/english/elaws_statutes_05a11_e.htm http://www.e-laws.gov.on.ca/html/regs/english/elaws_regs_070429_e.htm

Activities:
- Online discussions

Week Five:

Social Responsibility and Management Ethics / Mini-Test #1

Questions to consider for this week's unit:
> Views and factors, codes of ethics, responsibilities of the Board, Managers and Staff.

Required Readings:
- Management (12th edition e-book): Chapter 6 "Managing Responsibly and Ethically
- Review http://sustainability.uwo.ca/index.html and note one Western sustainability initiative you were not aware of – be prepared to talk about it.
- Case Study: Merck & Co. Inc., Ivey case study

Activities:
- *Mini-Test #1 (45 mins) – T/F, multiple-choice, short answer, scenario analysis. Covers material to date focused on textbook learning.*

Week Six:

Managerial Planning and Control: **Environment, Strategy and Alignment**

Questions to consider for this week's unit:
> What is a strategy? Why is it important? How should a strategic direction be developed? What considerations are important in developing a strategy? How do you assess if your organization/unit is aligned with the strategy?

Required Readings:
- Management (12th edition e-book): Chapter 10 "Managing Strategically"

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- Western's Strategic Plan http://president.uwo.ca/strategic_planning/index.html
- Case Study: Hospitality Services: The University of Western Ontario, Ivey case study

Activities:
- Online discussions

Week Seven:
Workplace Culture, Leadership and Management Style

Questions to consider for this week's unit:

What is a workplace culture? How does it come to exist? Can it be changed? What is the role of a manager in cultural development? What is leadership and how is it different from management? How do various leader/manager styles impact culture and work?

Required Readings:
- Management (12th edition e-book): Chapter 2 "Organizational Culture and the Organizational Environment" and Chapter 14 "Leadership"
- Western's 2020 Culture and Engagement Survey: https://uwo.ca/hr/working/we_speak/index.html

Activities:
- Online discussions

Week Eight:
Motivation and Team Building

Questions to consider for this week's unit:

Motivation (defining, early theories, contemporary theories, current issues) and Team Building (group development, managing group conflict, group decision making, team development and management).

Required Readings:
- Management (12th edition e-book): Chapter 15 "Motivating Employees" and Chapter 16 "Managing Groups and Teams"

Week Nine:
Managerial Planning and Control: Execution and Control

Questions to consider for this week's unit:

What is a goal or objective and how are they important to strategy execution? How do you move toward goals and objectives? What is control and why is it important? How does one "control" as a manager?

Required Readings:
- Management (12th edition e-book): Chapter 9 "Foundations of Planning", Chapter 17 "Managerial Controls: Evidence-Based Decision Making"
- Case Study: Western Fitness, Ivey case study

Week Ten:
Presentations

Questions to consider for this week's unit:

Peer review of group presentations through a virtual learning platform. Each group will present to the class and lead a discussion. Peer evaluation will form part of the process with everyone evaluating their peers' presentations.

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Activities:
- *Synchronous Zoom session will take place on Tuesday, June 23, 2020, from 12:00 p.m. until 2:00 p.m.*

Week Eleven:
Conflict and Communication / Mini-Test # 2

Questions to consider for this week's unit:
> Organizational communication processes (directional communication, organizational networks), technology and managerial communication (information technology), managing communication with technology

Required Readings:
- <u>Management (12th edition e-book):</u> Chapter 12 "Managers & Communication"
- Case Study: Communication Challenges at UWO, Ivey case study

Activities:
- *Mini-test 2 (45 minutes) – T/F, multiple-choice, short answer and scenario analysis. Covers material from week 5 to date, focused on textbook learning.*

Week Twelve:
Defining Organizational Structure and Operational Process

Questions to consider for this week's unit:
> What types of organizational structure exist and what are their advantages/disadvantages? What are the elements of operational processes (work specialization, workflow and process efficiency, constraints) and the skills needed to manage them?

Required Readings:
- <u>Management (12th edition e-book):</u> Chapter 11 "Designing Organizational Structure"
- Case Study: University of Western Ontario Book Store, Ivey case study

Activities:
- Online discussions

Week Thirteen:
Managing Change / Individual Project due

Questions to consider for this week's unit: Why do Managers need to "manage change"? Why do people find change difficult? How can you help people through change? What are good "change management" skills and techniques?

Required Readings:
- <u>Management (12th edition e-book):</u> Chapter 7 "Innovation & Adaptability"

Activities:
- Online discussions
- Individual Project

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