

## Introduction to Public Sector Management WCIM6206

### Course Outline

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#### 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:

1. Identify the differences between private and public sector organizations.
2. Canvas the responsibilities of a manager.
3. Scan the legal environment governing business in the public and private sectors.
4. Explore the importance of good leadership skill and business ethics.
5. Learn practical skills in the management functions of decision-making, planning, organizing, and controlling.
6. Assess organization structure, resources and operational process.
7. Understand the importance of managing work culture and communication.
8. Discuss the foundations of motivation, team building and managing change.

#### 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	20	Session Case is noted in
Mini-Tests (2 @ 15% each)	30	Weeks 5 & 11

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Individual Report	25	Week 13 class
Participation	25	Each class
TOTAL	100	

**\*Assignments are due on the assigned dates. A penalty of 2% each day will apply to late assignments, up to a maximum of one week, after which they will no longer be accepted.**

In order to receive a credit towards the C.I.M. designation a student must:

1. Complete the module assignments
2. Earn a minimum grade of 60% on the total course.

## **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

## **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 Offences" in the current University Academic Calendar, or on the web at <http://www.westerncalendar.uwo.ca/2014/> 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. Use of the service is subject to the licensing agreement, currently between The University of Western Ontario and Turnitin.com (<http://www.turnitin.com>).

## **Course Schedule:**

### **Week One:**

#### **Introduction to Managing in the Private and Public Sectors**

*Class Discussion:* What defines the public sector? What defines the not-for-profit sector? How do they

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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?

## **Week Two: Governance and Policy Making at Western**

*Class Discussion:* 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 co-ordinate our activity? What are the responsibilities of management at Western?

## **Week Three: Managing in the Legal Environment/ Legislation and Common Law**

*Class Discussion:* 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

## **Week Four: Managing in the Legal Environment: Commercial Contracts, Collective Agreements and Risk Management**

*Class Discussion:* 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

## **Week Five: Social Responsibility and Management Ethics / Mini-Test #1**

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

*Class Discussion:* Views and factors, codes of ethics, responsibilities of the Board, Managers and Staff.

**NOTE: CLASS WILL NOT BE HELD DURING READING WEEK**

## **Week Six: Workplace Culture, Leadership and Management Style**

*Class Discussion:* 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?

## **Week Seven: Problem-Solving and Decision-Making**

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*Class Discussion:* 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?

## **Week Eight:**

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

*Class Discussion:* 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?

## **Week Nine:**

### **Managerial Planning and Control: Execution and Control**

*Class Discussion:*

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?

## **Week Ten:**

### **Conflict and Communication**

*Class Discussion:* Organizational communication processes (directional communication, organizational networks), technology and managerial communication (information technology), managing communication with technology

## **Week Eleven:**

### **Defining Organizational Structure and Operational Process / Mini-Test 2**

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

*Class Discussion:* What types of organizational structure exist and what are their advantages/disadvantages? What are the elements of operational processes (work specialization, work flow and process efficiency, constraints) and the skills needed to manage them?

## **Week Twelve:**

### **Motivation and Team Building**

*Class Discussion:*

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

## **Week Thirteen:**

### **Managing Change / Individual Project due**

*Class Discussion:*

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?