

SYLLABUS

Cleveland State University College of Urban Affairs Department of Urban Studies

PAD 619 SEMINAR IN CITY MANAGEMENT SPRING 2008

Instructor: Sylvester Murray
Office: Urban Building Room 222
Office Hours: Tuesday and Thursdays, 4:00 p.m. - 5:00 p.m., or by appointment
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IMPORTANT:

Students requiring special accommodations should immediately inform the instructor as well as contact the University Coordinator of Handicapped Services at 687-2015.

TEXTBOOK:

Charldean Newell, Editor, *The Effective Local Government Manager, 3rd Edition*
2004 Washington, D.C. ICMA Press

READINGS:

Alan Ehrenhalt, Editor, *Governing: Issues and Applications from the Front Lines of Government* 2002 Washington, D.C., CQ Press

SCOPE:

The course examines the basic administrative processes of modern local government in the United States. Of key concern are American institutions and governance processes, reflecting both our constitutional heritage and management beliefs. City management as an academic discipline will be taught with appropriate textbook, journal and case study references. Guest lecturers will be academicians and practitioners.

FOCUS:

The course will touch upon and analyze urban management in its large arena. However, the focus will be on the basics and the practice of public administration from the point of view of the municipal administrator or city manager. The basics include the structure and processes of government, the theoretical approaches to their study and the norms that should guide the actions of public administrators and managers. Most seminar sessions will be led a guest lecturer who can provide the students with personal experiences and current practices and challenges in city management.

GRADING:

The final grade for the course will be a weighted average of numerical grades of the four papers that are required. Papers must be academically written (citations when appropriate), with an introduction, a discourse and a conclusion. Graphs, charts and exhibits should be included when appropriate.

A 95-100 A- 90-94 B+ 86-89 B 80-85 C 70-79 D 60-69

COURSE SCHEDULE:

January 17

Class Introspective

The Institution of Cities in the United States Governmental System

Municipalities in the State of Ohio

January 24

The Profession of Local Government Manager: Evolution and Styles (Newell Chapter 1)

Leadership: 'Mayor Brown & Mr. Bobb' (Ehrenhalt, p.143) Student:

January 31

Speaker: John Saunders III, Exec. Director, Nat'l Forum for Black Public Administrators

"Advancing your career in public administration through professional affiliations"

Leadership: 'Connecticut's Capital ...' (Ehrenhalt, 143) Student:

February 7

Speaker:

'Democratic Advocacy and Citizen Participation'

Achieving Effective Community Leadership (Newell, Chapter 2)

Democratic Advocacy and Citizen Participation

February 14

Speaker:

Enhancing the Governing Body's Effectiveness (Newell, Chapter 3)

Structure: 'Good Government, Bad Government'

February 21

Speaker:

Enhancing the Governing Body's Effectiveness (Newell, Chapter 3)

Ethics: 'Ethical Conflicts That Won't Go Away' (Ehrenhalt, p. 131)

February 28

No Class

Attendance at Cuyahoga County Mayors and Managers Association

Meeting Time: 8:30 a.m.

Location:

March 6

Speaker:

'Essential Management Practices' (Newell, Chapter 5)

Personnel: 'Reckoning with Rewards' (Ehrenhalt p. 49)

'Who Needs Civil Service' (Ehrenhalt p.49)

March 13

No Class Spring Recess

March 20

Speaker:

'Essential Management Practices' (Newell, Chapter 5)

'Strategic Planning and Innovation

Personnel: 'Fad Mad' (Ehrenhalt p.49)

March 27

Speaker:

Policy Implementation, Productivity, and Program Evaluation (Newell, Chapter 6)

Performance: 'Restless for Results' (Ehrenhalt p.34)

'The Buzz Over Balance' (Ehrenhalt p.34)

April 3

Speaker:

Manager's Lead in Technology, Creativity and Innovation

Technology: 'Behind the Portal' (Ehrenhalt p.63)

'Technotrouble' (Ehrenhalt p.63)

April 10

Speaker:

Manager's Lead in Economic Development

Regulation: 'The Trouble with Zoning' (Ehrenhalt p. 81)

Policy: 'Rendezvous with Density' (Ehrenhalt p. 100)

'The Stadium Trap' (Ehrenhalt p.100)

April 17

Speaker:

Relating to Other Organizations, Using Networks and Partnerships (Newell, Chapter 7)

Performance: 'In Search of A World Class Mission Statement' (Ehrenhalt p. 47)

April 24

Speaker:

Federalism Effect on Municipal Management (Ehrenhalt, p. 199)

'Save Us From the States'

'E-conomics Problem'

Real-Life Federalism'

May 1

Speaker:

Leading a Manager's Life (Newell, Chapter 8)

May 8

Class Introspective

COURSE REQUIREMENTS:

A. Attendance and punctuality are expected at all sessions. If an absence is essential, the student is still responsible for any assignments made or due during his/her absence.

B. Prepare and submit all written assignments in a timely manner. Spelling, punctuation and grammar will be considered in grading written assignments. All papers must be typed. All papers must be submitted in hard copy, not e-mailed.

Note: A well written paper, or essay, contains an introduction which defines the subject, a discourse which places the subject in context and gives factual data and positions relating to the subject, and a summary which gives a conclusion on subject and maybe a personal opinion.

C. No gum chewing. No yawning .You may drink, snack, stand or leave the room momentarily.

OTHER SUGGESTED MANAGEMENT BOOKS FOR REVIEW

1. Reinventing Government David Osborne and Ted Gaebler, 1992
2. Tools for Decision Making: a Guide for Local Government David Ammons, 2002
3. Managing Urban America David Morgan and Robert England, 1996
4. Spending a Lifetime, The Careers of City Managers Douglas Watson, 2006
5. Local Government Management- Issues and Practice D.Watson & W.L. Hassett, 2003