SYLLABUS
Cleveland State University      College of Urban Affairs      Department of Urban Studies

PAD 619        SEMINAR IN CITY MANAGEMENT        SPRING 2007

Instructor: Sylvester Murray
Office: Urban Building Room 222
Office Hours: Wednesdays and Thursdays, 4:00 p.m. - 5:00 p.m., or by appointment
Telephone: 216 687-2254        E-Mail: murray@urban.csuohio.edu
Grad. Asst. Vincent Tenaglia 216 687-5261

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

READINGS:
*Six Trends Transforming Government, 2006*, IBM Center for The Business of Government

Public Management Monthly Magazine, International City/County Management Association

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 or city manager. The basics include the structure and processes of government, the basic 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 following:
1. Program Evaluation of a Management Project .... 30%
2. Policy Analysis of a Management Issue in a Local City .... 30%
3. Book or other review ...... 20%
4. Class Presentation ..... 20%

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

Week 1
Federalism and Intergovernmental Relations
The Institution of Cities in the United States Governmental System
Cities in the State of Ohio

Week 2
Participation in Ohio City Management Conference, Columbus

Week 3
Taxation and Budgeting Importance in Managing

Week 4
Achieving Effective Community Leadership
Democratic Advocacy and Citizen Participation

Week 5
Participation in NE Ohio/Cuyahoga County Mayors and Managers Meeting

Week 6
Attendance at a City Council Meeting or Management Staff Meeting

Week 7
Organizational Theory
Enhancing the Governing Body’s Effectiveness
Diversity and Staff Effectiveness

Week 8
The Profession of Local Government Management
Ethical Behavior

Week 9
Strategic Planning and Operations Planning

Week 10
Policy Facilitation and Implementation, Productivity, and Program Evaluation

Week 11
Essential Management Practices
Using Performance Management and Measurements

Week 12
Initiative, Risk Taking, Vision
Technology, Creativity and Innovation
Providing Competition, Choice and Incentives
Week  13
Relating to Other Organizations
Using Networks and Partnerships

Week  14
Performing on Demand
Re-inventing Government

Week  15
Final Reporting

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. Read textbook chapters and other required readings before class, and be prepared to discuss
   them in class.

C. 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.

D. No gum chewing nor yawning. You may drink, snack, stand or leave the room momentarily.

SUGGESTED BOOKS, OTHERS TO REVIEW:
1. Reinventing Government,  David Osborne and Ted Gaebler, 1992

2. The Death and Life of Great American Cities  Jane Jacobs, 1961

3. Theories of Public Organization  Robert B. Denhardt, 2004


6. Program Planning and Evaluation for the Public Manager  Ronald D.Sylvia et al, 1997
