

THE UNIVERSITY OF NORTH CAROLINA AT PEMBROKE  
Department of Political Science and Public Administration

PSPA 302 Section: 01 Administration of Municipal Government in the United States
--

Spring 2004  
3 Hours Credit  
TR 8:00 – 9:15  
Education Center 223  
William Albrecht, Ph.D.  
Professor of Political Science & Public Administration

<a href="#">Course Description</a>	<a href="#">Teaching Methods</a>	<a href="#">Evaluation Methods</a>	<a href="#">Course Schedule</a>
------------------------------------	----------------------------------	------------------------------------	---------------------------------

The instructor pledges to teach this course under the university guidelines for the academic honor code. UNCP has a commitment to maintaining an atmosphere of intellectual integrity and academic honesty. Students of the university pledge to knowingly neither give nor receive any inappropriate assistance in academic work, thus affirming a personal commitment to honor and integrity. You are requested to read UNCP's Honor Code as found in the 2003-2004 Student Catalog. Included in that publication are rules and regulations governing student rights and responsibilities, the university judicial system, disciplinary sanctions, penalties, violations, and types of offenses.

### **COURSE DESCRIPTION**

This course as offered through UNCP's Department of Political Science and Public Administration addresses two general topics. The first concerns the issues, principles, and concepts connected to the management of government organizations that are located in urban or community settings. Most Americans currently live in these types of settlements and research consistently demonstrates that citizens have high expectations from these types of governments and those who work for them (e.g., Hansell Symposium, 2002).

The second topic focuses on the use of analytical methods that can be used for local government decision making. Administrative skills in this area are increasingly being recognized as an important factor in continuing the professionalization of community leadership (e.g., Ammons, 2002; ICMA, 2004).

In summary, public managers often assist in delivering a complex array of services and programs to municipal residents. This class helps address the need for professionally trained municipal administrators

**Note:** Students are expected to be active participants in class by being prepared to discuss current topics pertaining to the administration of municipal government in the United States. Therefore, members should review any websites, newspapers, magazines, journals, etc., that will facilitate this process.

## Objectives

1. To gain a contextual understanding of major concepts and issues surrounding the administration of municipal government in the United States.
2. To encourage critical thinking about implications on an individual and community level.
3. To develop an appreciation for, and an understanding of, basic analytical techniques used for local government decision making.
4. To develop effective group, written, and oral communications skills.

## Textbooks (Required)

Ammons, David N. 2002. Tools for Decision Making: A Practical Guide for Local Government.

International City/County Management Association.1994. Managing Small Cities and Counties: A Practical Guide.

In addition students will need to have access to a computer with relevant software and a handheld calculator.

## TEACHING METHODS

Teaching methods will involve class lectures, discussions, observations of town council meetings, and collaborations on oral and written work. Small groups will be formed in order to allow course participants to gain experience with “collective work” and to practice combining a variety of perspectives and skills in confronting issues, events, and personalities seen in the administration of municipal government.

## EVALUATION METHODS\*

Final grades will be based on three exams, in class and outside of class assignments, a semester long series of presentations, and a research project (inclusive of a final presentation).

Evaluation Methods		Proportion of Final Grade
Examinations	Exam 1	10%
	Exam 2	15%
	Exam 3	20%
Assignments (Equally Weighted)	In Class	10%
	Outside of Class	10%
Regular Presentations		10%
Research Project	Paper	15%
	Presentation	10%

\*NOTE: No late work will be accepted under any conditions. This includes exams. However, if either of the first two exams are missed the following exam will be counted as 80% in replacing a missing score. No student may miss more than one exam. No replacement grade will be given for the final exam. Final exam grades will include 10% of the difference between pretest and posttest scores being added to students’ raw scores. You are responsible for any and all announcements made in class.

## **Grading Scale**

94 -100= A  
90 - 93 = A-  
87 - 89 = B+  
84 - 86 = B  
80 - 83 = B-  
77 - 79 = C+  
74 - 76 = C  
70 - 73 = C-  
60 - 69 = D  
< 60 = F

## **Examinations**

There will be three examinations in this course. The first exam will be approximately 1.25 hours in length of time and consist entirely of multiple choice questions. The second exam will also be approximately 1.25 hours in length of time and consist of multiple choice questions (50%) and short answer questions (50%). The final exam will be comprehensive, two hours in length of time, and consist of multiple choice and fill in the blank type of questions (50%) and short answer/essay questions (50%).

## **Assignments**

Throughout the semester students will complete a number of assignments both during and outside of class. In class work will typically focus on analytical tools or techniques for local government decision making. When and if time and/or circumstances permit the class may also work on cases dealing with local government decision making. Work outside of class will entail similar material and include critical thinking exercises as well as word processed executive summaries of town meetings. Further details concerning assignments will be announced in class.

## **Regular Presentations**

Throughout the semester students will participate in a semester long series of oral presentations. Specifically, each student will prepare and present a PowerPoint presentation of a paper detailing a) a general topic concerning some aspect or recent issue in municipal government administration, b) an assigned chapter from the ICMA textbook, and c) an assigned article dealing with the future of local government administration. Students are required to submit a hardcopy of their presentation to the instructor at least one class period in advance. Further details concerning presentations will be announced in class.

## **Research Project**

During the semester students will work on a research project that pertains to a municipal administration topic. For example, the project may consist of the description and analysis of a state, local or national issue that pertains to municipal administration. Topics may include, but are not limited to: public policy, policy making, management techniques, privatization, federalism or intergovernmental relations, professionalism in urban management, organization and bureaucracy; or in a functional area like public works, public safety, planning, etc.

Students are encouraged to begin their work as soon as possible. In addition to including a limited number of scholarly journal articles and policy research reported in books, it may be necessary to incorporate personal interviews, field observations, examinations of public documents, and case studies. Students may also want to consider using analytical techniques that have been learned in class. A written project report will be submitted at the end of the semester and an oral PowerPoint presentation given. The paper should be word processed, double spaced, and approximately 8 pages long.

## **INSTRUCTOR INFORMATION**

Dr. William Albrecht  
Jacobs Hall Suite Q  
Room Q-2

### **Office Hours**

Tuesday	10:00 – 11:00 12:15 – 1:15
Thursday	10:00 – 11:00 12:15 – 1:15

And by Appointment

### **Contact Information**

Voice: 521-6822  
Fax: 521-6446  
Email: [william.albrecht@uncp.edu](mailto:william.albrecht@uncp.edu)

NOTE: Any student requiring special assistance should notify the instructor at the beginning of the semester.

## COURSE SCHEDULE

The course schedule lists lecture and discussion topics and required readings for each week. This schedule also includes due dates for **assignments and exams**. The instructor reserves the right to alter the course schedule if necessary.\*

Week	Dates	Readings	Lecture & Discussion Topics
1	Jan 15 Jan 15	ICMA Ch. 01 Osborne & Gaebler**	<b>Pre-test</b>
2	Jan 20 Jan 22	ICMA Ch. 02	Class Introduction Challenges of Community Gov't.
3	Jan 27 Jan 29	ICMA Ch. 03	Reinventing Government Legal Aspects of Community Gov't.
4	Feb 03 Feb 05	ICMA Ch. 04 Ammons Ch. 01 & Ch. 02	<b>Town Meeting Substitution</b> The Office of the Clerk
5	Feb 10 Feb 12	ICMA Ch. 05 Ammons Ch. 02	The Role of Analysis; <b>Exec. Sum. 1 Due</b> Basic Statistics
6	Feb 17 Feb 19	ICMA Ch. 06 Ammons Ch. 03; King (1996)**	Basic Statistics (Exercises) <b>Exam 1: Feb 19</b>
7	Feb 24 Feb 26	ICMA Ch. 07 Ammons Ch. 04; Main (1989)**	<b>Individual Project Consultations</b> Demand Analysis
8	Mar 02 Mar 04	ICMA Ch. 09; Schneider (2002)** Ammons Ch. 05	PERT/CPM <b>Town Meeting Substitution</b>
9	Mar 16 Mar 18	ICMA Ch. 10	Scheduling Problems; <b>Exec. Sum. 2 Due</b> PERT/CPM (Exercises)
10	Mar 23 Mar 25	ICMA Ch. 11	Scheduling Problems (Exercises) Building a Better Community
11	Mar 30 Apr 01	<b>ICMA Ch. 12</b>	Protecting the Public <b>Exam 2: Apr 01</b>
12	Apr 06 Apr 08	ICMA Ch. 13 Ammons Part IV	<b>Town Meeting Substitution</b> Managing Government: Budgeting & FM
13	Apr 13  Apr 15	ICMA Ch. 14  Ammons Part V	Managing Government: Budgeting & FM; <b>Exec. Sum. 3 Due</b> Managing Government: Budgeting & FM <b>Project Papers Due</b>
14	Apr 20 Apr 22	ICMA Ch. 15	Out of Town (TBA) Out of Town (TBA)
15	Apr 27 Apr 29	ICMA Ch. 16 & Ch. 17	<b>Project Presentations</b> <b>Project Presentations</b>
16	May 6	8:00-10:00	<b>Final Exam</b>

\* Note: The instructor is scheduled to attend a conference during week 14.

\*\* Outside reading which is on reserve at the library.

## PRESENTATION SCHEDULE

The table below lists the topics for presentations. When appropriate *all* class participants are expected to have read each and every reading even if they are not presenting.

Week	Dates	Presentation
1	Jan 15	None
2	Jan 22	General Topic 1 (10-15 minutes)
3	Jan 29	General Topic 2 (10-15 minutes)
4	Feb 05	General Topic 3 (10-15 minutes)
5	Feb 12	General Topic 4 (10-15 minutes)
6	Feb 17	General Topic 5* (10-15 minutes)
7	Feb 26	ICMA Ch. 4: "Planning" (20-30 minutes)
8	Mar 04	ICMA Ch. 5: "Economic Development" (20-30 minutes)
9	Mar 18	ICMA Ch. 6: "Public Works" (20-30 minutes)
10	Mar 25	ICMA Ch. 7: "Leisure Services" (20-30 minutes)
11	Mar 30	ICMA Ch. 8: "Human Services"* (20-30 minutes)
12	Apr 08	Svara, <i>Mayors in the Unity of Powers Context: Effective Leadership in Council-Manager Governments</i> (15-20 minutes)
13	Apr 15	Frederickson, Wood, & Logan, <i>Model City Charters &amp; Institutional Dynamics</i> (15-20 minutes)
14	Apr 22	Dunn & Legge, <i>Accountability &amp; Responsibility of Local Government Administrators</i> (15-20 minutes)
15	Apr 27*	Fizzle, Streib, and Willoughby: <i>Local Governments Becoming E-Government: Getting the Sizzle, Avoiding the Fizzle</i> (15-20 minutes)
	Apr 29	Nalbandian: <i>Educating the City Manager of the Future</i> (15-20 minutes)
16	May 6	None

\* Presentation date is a Tuesday.

**IMPORTANT ADDITIONAL INFORMATION**

\*Pembroke town meetings are scheduled for the first Monday of every month. The meetings start at 7:00pm and are held in the town hall. The town hall is located off of Route 711 at the second stoplight (from either direction) in Pembroke.

\*You may substitute other Town Meetings if Pembroke's is not accessible or if you have interests in another area.

\*If you can not attend ALL three town meetings you must complete another assignment(s) to receive any credit for attendance and the executive summaries. The instructor will handle these cases on an individual basis.

\*Possible deviations of any kind from the course outline should be brought to the attention of the instructor prior to commencement.