

**URBAN MANAGEMENT**  
Public Administration 4351

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**COURSE DESCRIPTION AND OBJECTIVES**

Urban Management is an examination of ways in which the fiscal and administrative policies of local government shape the structure of opportunities and incentives in urban areas. Managing the urban society through public administration involves the activities of government that are performed, for the most part, by highly trained experts and specialized organizations; its purpose is the development and implementation of public policy. This very broad definition encompasses a large dynamic portion of government at all three levels of the federal system, engaging even nonprofit and private enterprise.

It is impossible to cover in one course all of the material related to urban management from the academic discipline of public administration; it is even less reasonable to attempt to develop every skill that is necessary to be an effective public manager. Therefore, this course attempts to familiarize you with the various complexities of the field of public management—other courses are offered that allow you to continue your study and increase your skills. All students of government, whatever their focus, need to be cognizant of the tremendous importance of public administration and administrators within the political system. This course is designed to provide you with an introduction to urban management in public administration through readings, cases, discussion, and practical exercises.

**COURSE REQUIREMENTS**

There are four graded course requirements. Each student will be evaluated on (1) Class Participation, (2) a Midterm Exam, (3) a Final Exam, and (4) a Student Portfolio Project and/or Student Research Project. The student portfolio and/or research projects will be on topics assigned by the Professor. General guidelines for the portfolio are provided on the last page of this syllabus, although the Professor may provide alternative formats. The student research projects will be designed and assigned by the Professor. The course grade will be determined as follows: Class Participation (33%), the average of the Midterm Exam grade and the Final Exam grade (33%), and the Student Portfolio/Research Project (33%).

**OTHER INFORMATION**

Policy for late submittals – Work submitted after the due date will not be evaluated, and therefore assigned the grade of “F” for the work not evaluated. The only exception to this policy will be in the case of prior permission granted by the Professor for work to be submitted after the due date. A class session prior to each due date will be devoted to a review of assigned responsibilities.

Students are expected to attend class regularly with punctuality. Any student who arrives late or leaves class early will be counted absent. Any student with excessive absences (more than 2) will receive a minimum of a 20% reduction of their final course grade. Students with excessive absences should withdraw from the course by the appropriate withdrawal dates. If the student does not attend class regularly, the Professor will not evaluate their work and assigned a performance grade of "F" for the course.

Students who are prepared for class and intellectually engaged will receive the benefit of any doubt when grades are assigned. Professor Bowden prefers that class be energized by questions from students. Students should bring one written question to each class period. The question should emanate from class lectures/discussion, assigned readings or contemporary issues in the media.

**RECOMMENDED TEXTS**

*Managing Local Government Services*, Edited by Carl Stenberg, director of the MPA program, and Susan Austin, project director, both of the School of Government, University of North Carolina at Chapel Hill. International City Management Association, Softcover. January 2007. 468 pages. ISBN: 0-87326-709-5. Item 43397  
[http://bookstore.icma.org/Managing\\_Local\\_Government\\_Serv\\_P151C13.cfm](http://bookstore.icma.org/Managing_Local_Government_Serv_P151C13.cfm)

## **SCHOLASTIC DISHONESTY**

Each student in this course is expected to exercise independent scholarly thought, expression and aptitude. This addendum to the course syllabus is provided to assist you in developing and maintaining academic integrity while seeking scholastic success.

### **General Comments:**

- All academic exercises (including assignments, essays, laboratory experiments and reports, examinations, etc.) require individual, independent work. Any exception(s) will be clearly identified.
- Be sure your name or identifying number is on your paper.
- Complete and turn in academic exercises on time and in the required format (hardcopy, electronic, etc.).
- Retain confirmation of document delivery if submitted electronically.
- Retain all research notes and drafts until the project or assignment has been graded.
- Obtain written authorization from your instructor prior to submitting a portion of academic work previously submitted for any academic exercise. (This includes an individual or group project submitted for another course or at another school.)

### **Essays and Significant Papers:**

Be prepared

- To present periodic drafts of work in process
- To correctly and completely reference all sources of information using the citation format prescribed
- To turn your completed assignment in timely and in the prescribed manner (electronic, hardcopy, etc.)

### **Examinations:**

Be prepared

- To leave all personal belonging at the front of the room or other designated location (this includes cell phones, turned off of course, and beverage containers)
- To present your UTD Comet Card
- To remove your cap or hat
- To remove the batteries from any electronic device (e.g. calculator)
- To exchange blue books or bring them early as required
- To change seating
- To sign out when exiting the testing room
- To be escorted for lavatory use

All episodes of suspected scholastic dishonesty will be reported according to University policy. Students who violate University rules on scholastic dishonesty are subject to disciplinary penalties, including the possibility of failure in the course and/or dismissal from the University. Since such dishonesty harms the individual, all students and the University, policies on scholastic dishonesty will be strictly enforced. Penalties that may be assessed for scholastic dishonesty may be reviewed in *Subchapter D. Penalties* at <http://www.utdallas.edu/student/slife/chapter49.html>

### **Student Conduct & Discipline**

The University of Texas System and The University of Texas at Dallas have rules and regulations for the orderly and efficient conduct of their business. It is the responsibility of each student and each student organization to be knowledgeable about the rules and regulations which govern student conduct and activities. General information on student conduct and discipline is contained in the UTD publication, *A to Z Guide*, which is provided to all registered students each academic year.

The University of Texas at Dallas administers student discipline within the procedures of recognized and established due process. Procedures are defined and described in the *Rules and Regulations, Board of Regents, The University of Texas System, Part 1, Chapter VI, Section 3*, and in Title V, Rules on Student Services and Activities of the university's *Handbook of Operating Procedures*. Copies of these rules and regulations are available to students in the Office of the Dean of Students, where staff members are available to assist students in interpreting the rules and regulations (SU 1.602, 972/883-6391).

A student at the university neither loses the rights nor escapes the responsibilities of citizenship. He or she is expected to obey federal, state, and local laws as well as the Regents' Rules, university regulations, and administrative rules. Students are subject to discipline for violating the standards of conduct whether such conduct takes place on or off campus, or whether civil or criminal penalties are also imposed for such conduct.

### **Academic Integrity**

The faculty expects from its students a high level of responsibility and academic honesty. Because the value of an academic degree depends upon the absolute integrity of the work done by the student for that degree, it is imperative that a student demonstrate a high standard of individual honor in his or her scholastic work.

Scholastic dishonesty includes, but is not limited to, statements, acts or omissions related to applications for enrollment or the award of a degree, and/or the submission as one's own work or material that is not one's own. As a general rule, scholastic dishonesty involves one of the following acts: cheating, plagiarism, collusion and/or falsifying academic records. Students suspected of academic dishonesty are subject to disciplinary proceedings.

Plagiarism, especially from the web, from portions of papers for other classes, and from any other source is unacceptable and will be dealt with under the university's policy on plagiarism (see general catalog for details). This course will use the resources of turnitin.com, which searches the web for possible plagiarism and is over 90% effective.

### **Email Use**

The University of Texas at Dallas recognizes the value and efficiency of communication between faculty/staff and students through electronic mail. At the same time, email raises some issues concerning security and the identity of each individual in an email exchange. The university encourages all official student email correspondence be sent only to a student's U.T. Dallas email address and that faculty and staff consider email from students official only if it originates from a UTD student account. This allows the university to maintain a high degree of confidence in the identity of all individual corresponding and the security of the transmitted information. UTD furnishes each student with a free email account that is to be used in all communication with university personnel. The Department of Information Resources at U.T. Dallas provides a method for students to have their U.T. Dallas mail forwarded to other accounts.

### **Withdrawal from Class**

The administration of this institution has set deadlines for withdrawal of any college-level courses. These dates and times are published in that semester's course catalog. Administration procedures must be followed. It is the student's responsibility to handle withdrawal requirements from any class. In other words, I cannot drop or withdraw any student. You must do the proper paperwork to ensure that you will not receive a final grade of "F" in a course if you choose not to attend the class once you are enrolled.

### **Student Grievance Procedures**

Procedures for student grievances are found in Title V, Rules on Student Services and Activities, of the university's *Handbook of Operating Procedures*. In attempting to resolve any student grievance regarding grades, evaluations, or other fulfillments of academic responsibility, it is the obligation of the student first to make a serious effort to resolve the matter with the instructor, supervisor, administrator, or committee with whom the grievance originates (hereafter called "the respondent").

Individual faculty members retain primary responsibility for assigning grades and evaluations. If the matter cannot be resolved at that level, the grievance must be submitted in writing to the respondent with a copy of the respondent's School Dean. If the matter is not resolved by the written response provided by the respondent, the student may submit a written appeal to the School Dean. If the grievance is not resolved by the School Dean's decision, the student may make a written appeal to the Dean of Graduate or Undergraduate Education, and the dean will appoint and convene an Academic Appeals Panel. The decision of the Academic Appeals Panel is final. The results of the academic appeals process will be distributed to all involved parties. Copies of these rules and regulations are available to students in the Office of the Dean of Students, where staff members are available to assist students in interpreting the rules and regulations.

### **Incomplete Grade Policy**

As per university policy, incomplete grades will be granted only for work unavoidably missed at the semester's end and only if 70% of the course work has been completed. An incomplete grade must be resolved within eight (8) weeks from the first day of the subsequent long semester. If the required work to complete the course and to remove the incomplete grade is not submitted by the specified deadline, the incomplete grade is changed automatically to a grade of **F**.

### **Disability Services**

The goal of Disability Services is to provide students with disabilities educational opportunities equal to those of their non-disabled peers. Disability Services is located in room 1.610 in the Student Union. Office hours are Monday and Thursday, 8:30 a.m. to 6:30 p.m.; Tuesday and Wednesday, 8:30 a.m. to 7:30 p.m.; and Friday, 8:30 a.m. to 5:30 p.m. The contact information for the Office of Disability Services is:

The University of Texas at Dallas  
SU 22 PO Box 830688  
Richardson, Texas 75083-0688  
(972) 883-2098 (voice or TTY)

Essentially, the law requires that colleges and universities make those reasonable adjustments necessary to eliminate discrimination on the basis of disability. For example, it may be necessary to remove classroom prohibitions against tape recorders or animals (in the case of dog guides) for students who are blind. Occasionally an assignment requirement may be substituted (for example, a research paper versus an oral presentation for a student who is hearing impaired). Classes enrolled students with mobility impairments may have to be rescheduled in accessible facilities.

The college or university may need to provide special services such as registration, note-taking, or mobility assistance. It is the student's responsibility to notify his or her professors of the need for such an accommodation. Disability Services provides students with letters to present to faculty members to verify that the student has a disability and needs accommodations. Individuals requiring special accommodation should contact the professor after class or during office hours.

### **Religious Holy Days**

The University of Texas at Dallas will excuse a student from class or other required activities for the travel to and observance of a religious holy day for a religion whose places of worship are exempt from property tax under Section 11.20, Tax Code, Texas Code Annotated.

The student is encouraged to notify the instructor or activity sponsor as soon as possible regarding the absence, preferably in advance of the assignment. The student, so excused, will be allowed to take the exam or complete the assignment within a reasonable time after the absence: a period equal to the length of the absence, up to a maximum of one week. A student who notifies the instructor and completes any missed exam or assignment may not be penalized for the absence. A student who fails to complete the exam or assignment within the prescribed period may receive a failing grade for that exam or assignment.

If a student or an instructor disagrees about the nature of the absence [i.e., for the purpose of observing a religious holy day] or if there is similar disagreement about whether the student has been given a reasonable time to complete any missed assignments or examinations, either the student or the instructor may request a ruling from the chief executive officer of the institution, or his or her designee. The chief executive officer or designee must take into account the legislative intent of TEC 51.911(b), and the student and instructor will abide by the decision of the chief executive officer or designee.

***These descriptions and timelines are subject to change at the discretion of the Professor.***

## **STUDENT PORTFOLIO PROJECT**

Your Student Portfolio Project assignment is to prepare 6 brief reports researching any of the following challenges and issues confronting management of Human Resources in public administration. All Six (6) of these reports will be due on the date of the Final Exam. Examples of such topics are as follows:

Meeting the Challenge of Change in Local Government

The Legal Foundations of Local Government

The Clerk

Budgeting and Financial Management

Human Resource Management

Planning

Economic Development

Community Development and Affordable Housing

Public Works

Public Parks and Recreation

Health and Human Services

Emergency Management

Police Services

Fire and Other Emergency Services

Service Delivery Alternatives

Regularly, you will casually present the status of your research in class for the purpose of monitoring your progress and enlightening the other students as to your research. Each written report should be a minimum (to receive the minimum passing grade) of three (3) typed, single or double-spaced pages, 10-12 point font and in the appropriate format with a selected bibliography, and footnotes where appropriate.