

**Course MSPP-GP 4105.001**

**Public Management 1**

**January Term 2024**

# Instructor Information

* Sarah Gerecke
* [Sarah.Gerecke@nyu.edu](mailto:Sarah.Gerecke@nyu.edu)
* (646) 591-3612
* Office Hours: After class or by Appointment

# Course Information

* Class #1: Wednesday, January 3, 2:00 pm – 4:30 pm
* Class #2: Monday, January 8, 2:00 pm – 4:30 pm
* Class #3: Wednesday, January 10, 2:00 pm – 4:30 pm
* Class #4: Tuesday, January 16, 2:00 pm – 4:30 pm
* Class #5: Friday, January 19, 9:30 am – 12:00 pm

Class Location: Remote/Zoom Links on Brightspace. Class on Friday January 19 may be held as an in-person/hybrid option at a location to be announced.

# Course

This course provides MSPP students with an overview of contemporary public management. We review important intellectual and constitutional foundations of the administrative state. Through discussion, verbal and written exercises, we will review the theoretical and actual structure of public programs and organizations, with special attention to how to recognize and use theory in practice. The course will review aspects of the structural dimension of public management, including the rule of law, direct and indirect management, budgeting, contracting and human resources. The class will apply theory to an actual Federal program, the Housing Counseling Program run by the U.S. Department of Housing and Urban Development. A major objective of the course is to develop skills in critical analysis necessary for practice.

# Course and Learning Objectives

1. Identify the role and responsibilities of the contemporary public manager.
2. Students will be able analyze a public manager’s approach to problem solving and decision making from a variety of perspectives.
3. Make decisions based on the rule of law and the legal and ethical obligations that public managers face on the job.
4. Employ the structural tools available to the public manager to promote policies and improve efficiency and effectiveness of the public mission.

**Learning Assessment Table**

|  |  |
| --- | --- |
| **Graded Assignment** | **Course Objective Covered** |
| Class Participation | #1-4 |
| Written Exercise #1 | #1-2 |
| Written Exercise #2 | #1-4 |

# Required Readings

* + Book excerpts, articles and other materials: Via NYU Brightspace

# Assessment Assignments and Evaluation

## Individual Assessments

* Quality and Quantity of Class Participation, 30%
* Written Exercise #1, 30%
* Written Exercise #2, 40%

Written Exercises should only use information and concepts discussed in class or contained in assigned readings. Written exercises will be submitted through NYU Brightspace in Microsoft Word or similar software using 12-point font, double-spaced, with one-inch margins and within page limits described for each assignment.

Please prepare all written assignments by yourself. We will discuss each assignment together in class; however you may not consult your colleagues before the assignments are submitted. You are not expected to do research outside of the class materials and discussion in order to prepare the written assignments. ChatGPT and other large language models may not be used for the written assignments. One goal of the course

is to understand the constraints and opportunities of the public manager based on a constrained number of material references.

## Late Submission Policy for Assignments

1. Assignments are due on the dates and times indicated on the syllabus.
2. Extensions on assignments will be granted only in case of emergency or special circumstances. This policy is adopted out of respect to those who abide by deadlines despite equally demanding schedules. Assignments handed in late without authorized extensions will be penalized one-third of a grade per day for the first two days that the assignment is late. There will be no credit for the assignment handed in more than two days after the due date.

# Other Class Information

The class discussion is an essential part of the course learning. Both quantity and quality of participation will be graded, and you are expected to contribute to and learn from the other students in the class.

The Instructor has office hours by appointment (reach out to her at sarah.gerecke@nyu.edu). She will also remain on line after each class if there are matters students wish to discuss individually. She welcomes the opportunity to get to know each of you outside of class and encourages you to talk with her about class topics, career planning and other areas where she can be helpful.

# Overview of the Semester

* + Class 1
    - Date: Wednesday, January 3, 2:00 to 4:30 pm (Zoom)
    - Topics:

** Introduction to Public Management**

** Unique Challenges of Public Management**

** The Federal Government and Race**

** Example of US Department of Housing and Urban Development**

* + - Deliverable: Assignment # 1 available to students Wednesday, January 3 at 5 pm.
  + Class 2
    - Date: Monday, January 8, 2:00 to 4:30 pm (Zoom)
    - Topics:

** Rule of Law**

 **Accountability**

* + - Deliverable 1: Assignment #1 due at 9 am on Monday, January 8. Submit Word document via email to professor and through NYU Brightspace.
  + Deliverable: Assignment #2 available at 5:00 pm on Tuesday, January 9.
  + Class 3
    - Date: Wednesday, January 10, 2:00 pm – 4:30 pm (Zoom)
    - Topics:

 **The Structural Aspect of Public Management**

** Bureaucracy**

** Budgeting**

** Human Resources**

* + Class 4
    - Date: Tuesday, January 16, 2:00 pm – 4:30 pm (Zoom)
    - Topics:

 **Tools for Change within the Structure**

 **Using Public-Private Entities**

 **Contracting Out**

* + Deliverable: Assignment #2 due 9:00 am on Tuesday, January 16.
  + Class 5
    - Date: Friday, January 19, 2:00 pm – 4:30 pm (Zoom or in-person)
    - Topic:

 **Using Structure as a Tool for Policy Change**

 **Advancing Policy Goals Despite Structure**

 **Litigation**

# Letter Grades

Letter grades for the entire course will be assigned as follows:

|  |  |
| --- | --- |
| **Letter Grade** | **Points** |
| **A** | 4.0 points |
| **A-** | 3.7 points |
| **B+** | 3.3 points |

|  |  |
| --- | --- |
| **Letter Grade** | **Points** |
| **B** | 3.0 points |
| **B-** | 2.7 points |
| **C+** | 2.3 points |
| **C** | 2.0 points |
| **C-** | 1.7 points |
| **F** | 0.0 points |

**Student grades will be assigned according to the following criteria:**

* + (A) Excellent: Exceptional work for a graduate student. Work at this level is unusually thorough, well-reasoned, creative, methodologically sophisticated, and well written. Work is of exceptional, professional quality.
  + (A-) Very good: Very strong work for a graduate student. Work at this level shows signs of creativity, is thorough and well-reasoned, indicates strong understanding of appropriate methodological or analytical approaches, and meets professional standards.
  + (B+) Good: Sound work for a graduate student; well-reasoned and thorough, methodologically sound. This is the graduate student grade that indicates the student has fully accomplished the basic objectives of the course.
  + (B) Adequate: Competent work for a graduate student even though some weaknesses are evident. Demonstrates competency in the key course objectives but shows some indication that understanding of some important issues is less than complete. Methodological or analytical approaches used are adequate but student has not been thorough or has shown other weaknesses or limitations.
  + (B-) Borderline: Weak work for a graduate student; meets the minimal expectations for a graduate student in the course. Understanding of salient issues is somewhat incomplete. Methodological or analytical work performed in the course is minimally adequate. Overall performance, if consistent in graduate courses, would not suffice to sustain graduate status in “good standing.”
  + (C/-/+) Deficient: Inadequate work for a graduate student; does not meet the minimal expectations for a graduate student in the course. Work is inadequately developed or flawed by numerous errors and misunderstanding of important issues. Methodological or analytical work performed is weak and fails to demonstrate knowledge or technical competence expected of graduate students.
  + (F) Fail: Work fails to meet even minimal expectations for course credit for a graduate student. Performance has been consistently weak in methodology and understanding, with serious limits in many areas. Weaknesses or limits are pervasive.

# NYU Brightspace

All announcements, resources, and assignments will be delivered through the NYU Brightspace site. I may modify assignments, due dates, and other aspects of the course as we go through the term with advance notice provided as soon as possible through NYU Brightspace.

# Academic Integrity

Academic integrity is a vital component of Wagner and NYU. All students enrolled in this class are required to read and abide by [Wagner’s Academic Code](https://wagner.nyu.edu/portal/students/policies/code). All Wagner students have already read and signed the [Wagner Academic Oath](https://wagner.nyu.edu/portal/students/policies/academic-oath). Plagiarism of any form will not be tolerated and students in this class are expected to report violations to me. If any student in this class is unsure about what is expected of you and how to abide by the academic code, you should consult with me.

# Henry and Lucy Moses Center for Students with Disabilities at NYU

Academic accommodations are available for students with disabilities. Please visit the [Moses](https://www.nyu.edu/students/communities-and-groups/students-with-disabilities.html)  [Center for Students with Disabilities (CSD) website](https://www.nyu.edu/students/communities-and-groups/students-with-disabilities.html) **and click the “Get Started” button. You can also call or email CSD** (212-998-4980 or [mosescsd@nyu.edu](mailto:mosescsd@nyu.edu)) for information. Students who are requesting academic accommodations are strongly advised to reach out to the Moses Center as early as possible in the semester for assistance.

# NYU’s Calendar Policy on Religious Holidays

[NYU’s Calendar Policy on Religious Holidays](https://www.nyu.edu/about/policies-guidelines-compliance/policies-and-guidelines/university-calendar-policy-on-religious-holidays.html) states that members of any religious group may, without penalty, absent themselves from classes when required in compliance with their religious obligations. Please notify me in advance of religious holidays that might coincide with exams to schedule mutually acceptable alternatives.

# NYU’s Wellness Exchange

[NYU’s Wellness Exchange](http://www.nyu.edu/life/safety-health-wellness/wellness-exchange.html) has extensive student health and mental health resources. A private hotline (212-443-9999) is available 24/7 that connects students with a professional who can help them address day-to-day challenges as well as other health-related concerns.

# Detailed Course Overview

## CLASS 1: Wednesday January 3, 2:00 pm – 4:30 pm

Topics:

 Introduction to Public Management

 Unique Challenges of Public Management

 The Federal Government and Race

 Example of US Department of Housing and Urban Development and the Office of Housing Counseling

Readings Due (found on NYU Brightspace):

 Hill, C.J., & Lynn, L.E. (2016) *Public Management: A Three-Dimensional Approach* Washington CG Press 2nd ed) (“Hill & Lynn”) pp 7 – 19

 Equal Justice Initiative, President Wilson Authorizes Segregation Within the Federal Government, <https://calendar.eji.org/racial-injustice/apr/11>

 Watch [Short Video on Housing Counseling](https://www.youtube.com/watch?v=_3HAAJLYsXo&feature=youtu.be)

 Office of Housing Counseling enabling and constraining laws

 US Constitution Article II

 12 USC 1701x as amended

 24 CFR 214 as amended

**Study Questions:**

1. How would you define public management?
2. How is public management similar to and different from private management?
3. What is HUD’s Office of Housing Counseling authorized by law to do?

**ASSIGNMENT #1 AVAILABLE** Wednesday January 3 at 5:00 pm on NYU Classes.

**ASSIGNMENT #1 DUE** Monday, January 8 at 9:00 am on Word by email to Professor and through NYU Brightspace.

* + Answer questions provided with total answers not to exceed 1200 words.

## CLASS 2: Monday, January 8 2:00 pm – 4:30 pm

Topics:

 Rule of Law

 Accountability

Readings Due (found on NYU Brightspace)

* + Romzek and Dubnick, “Accountability in the Public Sector: Lessons from the Challenger Tragedy,” Public Administration Review (p. 227 – 230 ONLY)
  + Hill & Lynn, pp 39-57
  + 2024 Office of Housing Counseling Congressional Justification

**Study Questions:**

1. What are the sources of laws that proscribe and authorize public management?
2. What are the consequences of breaking the rule of law?
3. Name some accountability tools.
4. What kind of accountability is expected or implied in the Office of Housing Counseling Congressional Budget Justification?

**ASSIGNMENT #2 AVAILABLE** Tuesday January 9 at 9:00 am on NYU Classes.

## CLASS 3: Wednesday, January 10 2:00 pm – 4:30 pm

 The Structural Aspect of Public Management

 Bureaucracy

 Budgeting

 Human Resources Readings Due (found on NYU Brightspace):

* Hill & Lynn, pp 99-104, 141-165 (Tables 5.1 and 5.2 on pages 158 – 162 intentionally deleted)
* Office of Housing Counseling Organization Chart

**Study Questions:**

1. What are some features of a bureaucracy?
2. How is the budget of a Federal executive agency determined?
3. How does the organization chart drive accountability? Outcomes?

**ASSIGNMENT #2 DUE** Tuesday, January 16 at 9:00 am

## CLASS 4: Tuesday, January 16 2:00 pm – 4:30 pm

Topics: Tools for change within the organizational structure

* + The change mindset: getting on the balcony; technical and adaptive change
  + Change within the existing structure
    - Delegation
    - Performance based change
  + Enhancing the structure
    - Contracting out
    - Using Non-governmental organizations
  + The example of the COVID Crisis and Housing Counseling Readings Due (found on NYU Brightspace):
* Heifetz and Linsky*, Leadership On the Line* 2002 (Cambridge: Harvard Business School Press), pages 51-62
* Landry, “How to Delegate Effectively,” (Harvard Business School online, 2020). https://online.hbs.edu/blog/post/how-to-delegate- effectively
* Activities to Outcomes chart
* Hill & Lynn, pages 170-178
* The American Rescue Plan Act of 2021, Section 3204 Housing Counseling

Study Questions:

1. What are examples of technical and adaptive change?
2. How can the use of outcomes-based performance management help delegation effectiveness?
3. What are the limits on government’s ability to contract out its functions?
4. Why do you think Congress authorized its COVID housing counseling program to be administered by a non-profit organization instead of by HUD?

## CLASS 5 Friday January 19 9:30 PM – 12:00 PM

Topics:

 Changing the Structure: Challenger example

 How the Public Manager Can Advance Policy Despite Structure

* + Force of Personality
  + Delegation without Authority
  + Lawsuits and Settlements

Readings (found on NYU Brightspace):

 Romzek and Dubnek, pages 230-238

 LaGuardia memo

 Miller, How to Influence Without Authority, (Harvard Business School Online, 2019) https://online.hbs.edu/blog/post/influence- without-authority

 Department of Justice Press Release, National Mortgage Settlement (2012)

Study Questions:

1. Could the Challeger problem be solved only through change within the organization? What changes beyond the organizational structure were necessary?
2. What authority did Mayor LaGuardia have over the airlines while designing the runway layout for what is now LaGuardia airport?
3. How can you identify changemakers within or outside your organization?
4. What tools can you use with these changemakers to persuade them to support your efforts?