Professor Anthony Bertelli  
Email: bertelli@nyu.edu  
Office Hours: By appointment

Course Description

This course offers Master of Science in Public Policy (MSPP) students a framework for thinking about the decisions and actions of public officials in management roles when allocating resources toward the achievement of public goals. This focus, and the democratic context in which it takes place, differentiates public management from management as a general matter. The course is a general overview with particular attention to the influence of democratic and bureaucratic institutions on decision making.

Course Objectives

1. To understand the institutional environment of public management in a sophisticated way.

2. To develop a way of thinking about the challenges of decision making in a public management context.

3. To provide a framework for understanding how public managers respond to the opportunities and constraints presented by their institutional environment.

Required Book


Teaching Approach

To build a sophisticated understanding of the arguments we consider, you will need to engage in all components of the course. It is expected that you will complete all required reading and assignments in advance of the session for which they are listed, take notes on the material, and be prepared to summarize and to critically evaluate it. Classes will be guided discussions of the conceptual and case material. I encourage diverse viewpoints in class and in your written work.

Grading and Assessment

Discussion question responses (collectively contributes 60% to course grade). 400-500 word written responses to the discussion questions must be submitted to NYU Classes by the due dates listed on the Course Calendar below. Please read the responses of your colleagues before the next scheduled
class session. Because these assignments are crucial to case discussion, _late responses will receive zero points without exception._

Performance measurement memorandum (contributes 30% to course grade). Prepare a 800-1000 word memorandum to the NASA Administrator that responds to question 2 of the discussion questions on p. 452 (case material for this exercise appears on pp. 301-302, 448-52). This is due on NYU Classes by 10:00pm on Sunday, January 14, _late responses will receive zero points without exception._

**Class Participation.** (Contributes 10% to course grade). Points is awarded for contributing to a productive learning environment over the course of the term. All students in the course benefit from high levels of class attendance and participation, so you are expected to prepare and attend all meetings. Missing classes and being unprepared to discuss readings during sessions will lower this portion of your grade.

**NYU Classes**

All announcements will be delivered through NYU Classes and materials and assignments posted there. I may modify assignments, due dates, and other aspects of the course with notice provided as soon as possible through the NYU Classes course page.

**Academic Integrity**

The students and faculty at NYU are very concerned about academic integrity. Each student should have the assurance that the rules of the game are understood by everyone and enforced equally. Students are encouraged to learn and study together. Individual assignments are just that, but mutual assistance is appropriate. The Wagner School has an academic code that is available here: [http://wagner.nyu.edu/students/policies/academic-code](http://wagner.nyu.edu/students/policies/academic-code). Every student is expected to maintain academic integrity and is expected to report violations to me. If you are unsure about what is expected of you, _ask._

**Additional Administrative Details**

- You are responsible for obtaining any materials distributed in or outside of class.
- Please silence cell phones while in class.
- I reserve the right to revise this syllabus.
- The use of technology in class is generally discouraged – students seem to get the best results by taking notes by hand in class and reviewing them later.

**Policy Regarding Disability Services and Programs**

Students with disabilities are encouraged to register with the Moses Center for Students with Disabilities, 726 Broadway, 2nd Floor, (212-998-4980). Reasonable accommodations can be made for students with qualified disabilities, but only for students who have registered with the Moses Center and provide documentation from that office. _Please be sure the letter is delivered to me before Wednesday, January 3._
Course Calendar

Session 1 (Jan 8):  Introduction and accountability

- **Objective:** To consider public management as a nexus of structure, culture and craft and to understand public managers’ responsibility to the rule of law and the democracy.

- HL Ch. 1-2 and pp. 99-104

- Submit answers to questions on p. 36 and p. 62 on NYU Classes by 5pm on January 7.

Session 2 (Jan 9):  The Constitution and the Administrative State

- **Objective:** To understand the constitutional basis for public management in the U.S.
- HL Ch. 4-5

- Submit answers to discussion questions on NYU Classes p. 138 and p. 181 by 5pm on January 8.

Session 3 (Jan 11):  Administrative Agency and Regulation

- **Objective:** To understand the structure of bureaucracy and the administrative and regulatory process.

- HL Ch. 6-7

- Submit answers to discussion questions on NYU Classes pp. 223-24 and p. 263 by 5pm on January 10.

Session 4 (Jan 12):  The Art of Public Management

- **Objective:** To understand the importance of the skills and values of individual public managers to decision making.

- HL Ch. 11 and pp. 267-70, 301-302, 448-52

- Submit answers to discussion questions on NYU Classes p. 407 by 5pm on January 11.