

# MSPP-GP 4106.001

## Public Management II January-Term 2024

**Instructor Information**

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* Office Hours: By appointment. Reach out via email or text whenever you need something.

## Course Information

* January 4 9:30-11:30am; January 9, 11, 16, 18 9:30am-12:00pm
* Class Location: Online via zoom, link in Brightspace

## Course and Learning Objectives

This course provides MSPP students with an overview of contemporary public management. We review important management and leadership concepts that are required to approach public management. The course will focus on understanding management and leadership, frameworks for organizations and structures, and specific problems that leaders may face and tools that you can use. A major objective of the course is to develop skills in critical analysis necessary for practice.

By the end of the course, students will:

* Identify the role and responsibilities of the contemporary public manager
* Be able to analyze a public manager’s approach to problem solving and decision making from a variety of perspectives
* Identify and understand different kinds of diversity and develop skills to address the challenges and opportunities of diversity in the workplace and in public service
* Introduce key concepts and useful ways of thinking about common situations in complex organizations

## Course Expectations, Evaluation, and Grading

This class is designed to be interactive and collaborative. Inquiry is welcome. It is expected that the group will learn together and come to class prepared to discuss readings and assignments. Participation in discussions, reflections, and feedback sessions are core to the interactive nature of the course.

Students will be graded on evidence of progressive learning throughout the course, based on the learning objectives. 50% of your grade will be based on thoughtful in-class participation and being fully prepared for class having done the readings and prep work. 50% of your grade will be based on the timely submission of thoughtful out-of-class assignments. \*You must attend all zoom sessions live, they will not be recorded. You should attend with your camera on and be prepared to engage both verbally and via chat.

You start with an A in this class. I will support your class participation and class engagement as best I can so that you keep this A through the end of the semester. If talking in class makes you uncomfortable for any reason, please reach out to me privately before the beginning of the semester so we can work

together to allow you to meet the class objectives while also creating a supportive learning environment for you.

This class will only meet via zoom, and as such, you must attend all five sessions in order to pass this class. We only have five in-person classes and there are no notes that I can email you if you miss class activities that will replicate the meaningful discussions we will have. If you know you cannot attend all of the class sessions please speak with the MSPP program director before enrolling in this course.

I promise there are no arbitrary assignments or deadlines in this class, everything has been scaffolded to give you the best possible learning experience. If something comes up that may cause you to miss a deadline, please communicate with me as soon as possible to devise an alternate plan (communicating before missing something is always better than after missing it).

Please do the readings and assignments for class. You will be unable to participate without having done them all. The reflections will be graded for thoughtfulness and engagement. There are no secrets to grading here; just show me that you are trying, learning, and growing. Show up for yourself, and be open to learning, and your final grade will reflect your effort.

Your mental and physical well-being are important to me. Inquisition and temporary discomfort can be an important part of learning and growing, however if anything in this class jeopardizes your health and well-being, please reach out to me so we can find a way to make this work for you.

**Note on written submissions:** All written assignments for class, while internal and for your and my eyes only, should be written thoughtfully. They should use clear, concise language – and please, take the time to proofread them. It shows that you have put effort into your work. After all, you are writing about and for yourself. All words and content should be your own. **The use of AI for generating any written work in this course is strictly prohibited, and will be considered a violation of the academic honor code.** If you are bringing in outside sources, they must all be properly cited with all sources’ references noted and quoted as applicable.

## Required Readings and Other Resources

Course readings will be available on the Brightspace website and/or via web links for this course. Nothing needs to be purchased, although I strongly recommend procuring a copy of “Negotiation Genius” by Malhotra and Bazerman.

## Class Schedule Overview

Below is an outline of our topics for the class.

## The sequence of classes, and due dates for assignments, could change depending on how class discussions go.

Specific requirements for each class will be posted on Brightspace and emailed to you with enough lead time to prepare. **Instructions in class, email, and/or Brightspace take precedence over what is written here**.

## Class One – January 4, 2024:

*Class overview, expectations, introductions, and group norms*

* Person/Role/System
* Leadership and Management

# ASSIGNMENT BEFORE CLASS:

* After completing the readings/viewings below, find one article on leadership that resonates with you. You must be prepared to share the link during class and speak for 2-3 minutes summarizing the article and why it resonated with you.

# READ/WATCH BEFORE CLASS:

* Leadership: What is It? Pages 1-5 (in Brightspace)
* Leadership versus management: <https://online.hbs.edu/blog/post/leadership-vs-management>
* Definitions of Leadership by Scholars [https://adeoyemayowaleadership.blogspot.com/2009/04/definitions-of-leadership-by-](https://adeoyemayowaleadership.blogspot.com/2009/04/definitions-of-leadership-by-scholars.html) [scholars.html](https://adeoyemayowaleadership.blogspot.com/2009/04/definitions-of-leadership-by-scholars.html)
* What is Adaptive Leadership <https://wdhb.com/blog/what-is-adaptive-leadership/>
* Watch: Adaptive Leadership in 12 minutes <https://www.youtube.com/watch?v=9kVxxfknua4>
* Practice of Adaptive Leadership [https://eastsidepathways.org/wp-](https://eastsidepathways.org/wp-content/uploads/2021/07/Practice-of-Adaptive-Leadership.Heifetz-et-al.EBS_.pdf) [content/uploads/2021/07/Practice-of-Adaptive-Leadership.Heifetz-et-al.EBS\_.pdf](https://eastsidepathways.org/wp-content/uploads/2021/07/Practice-of-Adaptive-Leadership.Heifetz-et-al.EBS_.pdf)

# ASSIGNMENTS AFTER CLASS:

* Write a one-page reflection on what the term “leadership” means to you and submit it in Brightspace by 9pm EST on Sunday, January 7. *This is not a research paper, I’m asking for your opinion on how you think about this topic. There is no need to research for this, however if you do use any outside sources you must cite them as required. No AI use allowed for this class.*

## Class Two – January 9, 2024:

* Person/Role/System Framework
* Managing Up
* Imposter Syndrome
* Guest Speaker

# ASSIGNMENT BEFORE CLASS:

* After completing the readings/viewings below, find one article on managing up that resonates with you. You must be prepared to share the link during class and speak for 2-3 minutes summarizing the article and why it resonated with you.

# READ/WATCH BEFORE CLASS:

* Person/Role/System Framework (this is a bit dense, but just do your best just to understand the overall interaction between the three factors) <https://assets.aecf.org/m/blogdoc/PersonRoleSystemFramework-2013.pdf>
* OPTIONAL: The person-role-system framework as a key to promoting racial equity (this shows how the framework can be applied, which can be especially helpful if the reading above was confusing for you to) [https://case.edu/socialwork/nimc/sites/case.edu.nimc/files/2020-](https://case.edu/socialwork/nimc/sites/case.edu.nimc/files/2020-10/Nazaire.WWV_.PersonRoleSystem.2020.FINAL_.pdf) [10/Nazaire.WWV\_.PersonRoleSystem.2020.FINAL\_.pdf](https://case.edu/socialwork/nimc/sites/case.edu.nimc/files/2020-10/Nazaire.WWV_.PersonRoleSystem.2020.FINAL_.pdf)
* Managing Your Boss, Harvard Business Review. (in Brightspace)
* Feeling Like a Fraud by Peggy McIntosh (in Brightspace)
* Dealing with Imposter Syndrome when you’re treated as an imposter [https://www.nytimes.com/2018/06/12/smarter-living/dealing-with-impostor-syndrome-when-](https://www.nytimes.com/2018/06/12/smarter-living/dealing-with-impostor-syndrome-when-youre-treated-as-an-impostor.html) [youre-treated-as-an-impostor.html](https://www.nytimes.com/2018/06/12/smarter-living/dealing-with-impostor-syndrome-when-youre-treated-as-an-impostor.html)

# ASSIGNMENTS AFTER CLASS:

* Write a one-page reflection on “managing up” and/or “imposter syndrome.” The exact prompt will be discussed in class. Submit it in Brightspace by 9pm on Wednesday, January 10.

## Class Three – January 11, 2024:

* Vulnerability Loop
* Group Functioning
* Guest Speaker

# READ/WATCH BEFORE CLASS:

* The Secrets of Great Teamwork (in Brightspace)
* Hay Group Inventory of Leadership Styles (in Brightspace)
* How Showing Vulnerability Helps Build a Stronger Team [https://ideas.ted.com/how-showing-](https://ideas.ted.com/how-showing-vulnerability-helps-build-a-stronger-team/) [vulnerability-helps-build-a-stronger-team/](https://ideas.ted.com/how-showing-vulnerability-helps-build-a-stronger-team/)
* Making Dumb Groups Smarter <https://hbr.org/2014/12/making-dumb-groups-smarter>
* Watch: The Power of Vulnerability [https://brenebrown.com/videos/ted-talk-the-power-of-](https://brenebrown.com/videos/ted-talk-the-power-of-vulnerability/) [vulnerability/](https://brenebrown.com/videos/ted-talk-the-power-of-vulnerability/)

# ASSIGNMENTS AFTER CLASS:

* Write a one-page reflection that answers the following: How can you use vulnerability loops to create trust and build professional relationships? Submit it in Brightspace by 9pm on Sunday, January 14.

## Class Four – January 16, 2024:

* Intersectionality
* Identity-based intersectional frameworks
* Guest Speaker

# READ BEFORE CLASS:

* What is intersectionality and what does it have to do with me? [https://www.ywboston.org/2017/03/what-is-intersectionality-and-what-does-it-have-to-do-](https://www.ywboston.org/2017/03/what-is-intersectionality-and-what-does-it-have-to-do-with-me/) [with-me/](https://www.ywboston.org/2017/03/what-is-intersectionality-and-what-does-it-have-to-do-with-me/)
* Using an anti-racist intersectional frame at CSSP [https://cssp.org/wp-](https://cssp.org/wp-content/uploads/2019/09/Antiracist-Frame-12.10.19.pdf) [content/uploads/2019/09/Antiracist-Frame-12.10.19.pdf](https://cssp.org/wp-content/uploads/2019/09/Antiracist-Frame-12.10.19.pdf)
* Watch: The Urgency of Intersectionality <https://www.ted.com/talks/kimberle_crenshaw_the_urgency_of_intersectionality>
* OPTIONAL read if you’d like a research-oriented piece on intersectionality: Intersectional Political Consciousness: Appreciation For Intragroup Differences and Solidarity in Diverse Groups [https://www.researchgate.net/profile/Ronni\_Greenwood/publication/227738184\_Intersection](https://www.researchgate.net/profile/Ronni_Greenwood/publication/227738184_Intersectional_Political_Consciousness_Appreciation_for_Intragroup_Differences_and_Solidarity_in_Diverse_Groups/links/5b8cc86e92851c1e1243f2a1/Intersectional-Political-Consciousness-Appreciation-for-Intragroup-Differences-and-Solidarity-in-Diverse-Groups.pdf) [al\_Political\_Consciousness\_Appreciation\_for\_Intragroup\_Differences\_and\_Solidarity\_in\_Divers](https://www.researchgate.net/profile/Ronni_Greenwood/publication/227738184_Intersectional_Political_Consciousness_Appreciation_for_Intragroup_Differences_and_Solidarity_in_Diverse_Groups/links/5b8cc86e92851c1e1243f2a1/Intersectional-Political-Consciousness-Appreciation-for-Intragroup-Differences-and-Solidarity-in-Diverse-Groups.pdf) [e\_Groups/links/5b8cc86e92851c1e1243f2a1/Intersectional-Political-Consciousness-](https://www.researchgate.net/profile/Ronni_Greenwood/publication/227738184_Intersectional_Political_Consciousness_Appreciation_for_Intragroup_Differences_and_Solidarity_in_Diverse_Groups/links/5b8cc86e92851c1e1243f2a1/Intersectional-Political-Consciousness-Appreciation-for-Intragroup-Differences-and-Solidarity-in-Diverse-Groups.pdf) [Appreciation-for-Intragroup-Differences-and-Solidarity-in-Diverse-Groups.pdf](https://www.researchgate.net/profile/Ronni_Greenwood/publication/227738184_Intersectional_Political_Consciousness_Appreciation_for_Intragroup_Differences_and_Solidarity_in_Diverse_Groups/links/5b8cc86e92851c1e1243f2a1/Intersectional-Political-Consciousness-Appreciation-for-Intragroup-Differences-and-Solidarity-in-Diverse-Groups.pdf)

# ASSIGNMENTS AFTER CLASS:

* Write a one-page reflection of how identity and intersectionality factor into your professional experiences. Upload to Brightspace by January 17 at 9pm.

## Class Five – January 18, 2024:

* Negotiation
* Guest Speaker

# READ/WATCH BEFORE CLASS:

* Negotiation Genius summary/book (note: I recommend you get and read the full book “Negotiation Genius” by Malhotra and Bazerman, but am providing a shortform summary in Brightspace for those who choose not to read the entire book)
* Negotiating With Emotion (in Brightspace)
* Video: Getting to Yes Across Cultures [https://hbr.org/video/4631884629001/getting-to-yes-](https://hbr.org/video/4631884629001/getting-to-yes-across-cultures) [across-cultures](https://hbr.org/video/4631884629001/getting-to-yes-across-cultures)

# ASSIGNMENTS AFTER CLASS:

* Write a one-page reflection and submit via Brightspace by 9pm on Sunday, January 21. Topic TBD

## 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, including work not wholly produced by the student alone – unless collaboration is expressly allowed – 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 Center for](https://www.nyu.edu/students/communities-and-groups/students-with-disabilities.html) [Students with Disabilities (CSD) website](https://www.nyu.edu/students/communities-and-groups/students-with-disabilities.html) and click on the Reasonable Accommodations and How to Register tab or call or email CSD at (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 deadlines to schedule mutually acceptable alternatives.