Syllabus

COURSE AND CONTACT INFORMATION

Course: PPPA 6077 (Sec. 11) - Program Management
Semester: Spring 2016
Time: Thursdays 6:10 - 8:00 PM (from Mar 10 - Apr 21, 2016; no class Mar 17)
Location: Monroe Hall, Rm. 450

INSTRUCTOR

Name: Rick Kowalewski
Campus Address: Trachtenberg School, Bldg. 601
Phone: 301-275-1518
E-mail: rick10@gwu.edu
Office hours: By appointment

COURSE DESCRIPTION

The course is intended to give students grounding in the practice of program management — as a basis for developing policy and evaluating programs. We will explore how managers look at problems, the competing demands they face, what (and who) influences their decisions and actions, and how they get things done. We'll use some texts from the fields of public policy, economics/game theory, and psychology to help stimulate thinking and test our perspectives.

TEXTS

Author	Title	Edition
Malcolm K. Sparrow	The Regulatory Craft	2000
Dixit and Nalebuff	The Art of Strategy	2010
Daniel Kahneman	Thinking, Fast and Slow	2013

We will also use a 2005 Paper for the European Conference on Political Research - *Enforcing the law: Strategies used by regulatees and enforcement officials* (Hans de Bruijn & Marieke Koopmans, available free online at http://regulation.upf.edu/ecpr-05-papers/hbruijn.pdf); and other materials that may be provided by the instructor or available online.

STUDENT LEARNING OUTCOMES:

As a result of completing this course, students will be able to:

1. Describe some of the principal challenges, strategies, processes, and approaches in managing government programs.

2. Demonstrate an understanding of the practical considerations that affect decision-making in managing programs.

3. Evaluate a significant public policy issue, and present arguments that might be useful for a program manager in addressing or deciding the issue.

GRADING

- Four (4) brief outlines/explorations of interesting issues from the reading (20%) – due at the beginning of class on March 24, March 31, April 7, and April 14. Grading for these will be based on an average of your best three.

- Policy Analysis "White Paper" (40%) – due April 21, 2016.

- Class participation and discussion (40%).

- All homework is expected to be an individual effort. You can email any assignment to me on the day it is due if you will not be in class. One step grade reduction (A to A- to B+, etc.) for each day any assignment is turned in late.

WEEK-BY-WEEK LIST OF TOPICS/ISSUES, READING AND WRITING ASSIGNMENTS

Mar. 10 / Overview of Program Management: What do program managers actually do?

Sparrow:	Read the Introduction, Ch. 1 (*Pressures*), Ch. 2 (*Ideas*), pp. 62-64 in Ch. 4 (*Customer Service*), and Ch. 5 (*Process Improvements*).
D & Nalebuff:	Read the Introduction and Ch. 1 (*Ten Tales of Strategy*), pp. 94-98 (*Tragedy of the Commons*) in Ch. 3, and the Epilog to Part I (pp. 137-138); skim Ch. 2-4.
Kahneman:	Read the Introduction and Ch. 1 (*The Characters of the Story*); skim Ch. 2-6.

Mar. 24 / Spring Break – no class

Mar. 24 / Understanding the problem

D & Nalebuff:	Read Ch. 8 (*Interpreting and Manipulating Information*).
Kahneman:	Read Ch. 7 (*A Machine for Jumping to Conclusions*), 13 (*Availability, Emotion, and Risk*), and Ch. 34 (*Frames and Reality*); skim Ch. 19-20 and Ch. 30.
Sparrow:	Read the Summary at the end of Ch. 6 (*Innovations*), Ch. 8 (*The Search for Results that Count*), Ch. 9 (*Problem Solving*), Ch. 10 (*The Stages of Problem Solving*), and Ch. 18 (*Intelligence and Analysis*).
* Writing:	*Explore some of the interesting issues from the reading (Due Mar. 24)*

Mar. 31 / Program decision-making: Designing, implementing, and operating a program

Kahneman: Read Ch. 21 (*Intuitions vs. Formulas*), Ch. 26 (*Prospect Theory*) and Ch. 29 (*The Fourfold Pattern*); read pp. 338-341 in Ch. 31 (*Risk Policies*);
skim Ch. 32 (*Keeping Score*) and Ch. 34 (*Frames and Reality*)

Sparrow: Read Ch. 14 (*Balanced vs. Integrated Compliance Strategies*) and
Ch. 15 (*Centrality of the Risk Control Challenge*).

dB & Koopmans: Skim the article on strategies used by regulators & regulatees.

D & Nalebuff: In Ch. 5 (*Choice and Chance*) skim pp. 141-160 and read pp. 161-165;
in Ch. 6 (*Strategic Moves*) skim pp. 173-181 and read pp. 181-200;
read Ch. 7 (*Making Strategies Credible*).

* Writing: *Explore some of the interesting issues from the reading (Due Mar. 31)*

Apr. 7 / Managing Inside: Planning, Budgeting, Allocating Resources, Leading People

Sparrow: Read Ch. 11 (*The Problem-Solving Infrastructure*), Ch. 16 (*Finding Resources, Making Space*), Ch. 17 (*Managing Discretion*), and Ch. 19 (*Measuring a Risk Control Performance*).

Kahneman: Read Ch. 23 (*The Outside View*) and Ch. 28 (*Bad Events*); skim Ch. 24 (*The Engine of Capitalism*).

* Writing: *Explore some of the interesting issues from the reading (Due Apr. 7)*

Apr. 14 / Managing Outside: Working with Partners, Stakeholders, the Public, and Media

D & Nalebuff: Read Ch. 9 (*Cooperation and Coordination*); skim Ch. 11 (*Bargaining*).

Kahneman: Read the first page of each, and skim the rest, in Ch. 11 (*Anchors*) and in Ch. 12 (*The Science of Availability*); read pp. 360-362 (*Unjust Reversals*) in Ch. 33

Sparrow: Read pp. 103-108 (*Partnerships*) in Ch. 7, and Ch. 20 (*Connecting the Fabric*).

* Writing: *Explore some of the interesting issues from the reading (Due Apr. 14)*

Apr 21 / Fighting Fires; Conclusions

Sparrow:	Read Ch. 21 (*Conclusions*).
Kahneman:	Read Conclusions (pp. 408-418).
* Writing:	*Write and turn in your Policy Analysis paper (Due Apr. 21)*

Academic Integrity

All examinations, papers, and other graded work products and assignments are to be completed in conformance with The George Washington University *Code of Academic Integrity*. It states, in part, "Academic dishonesty is defined as cheating of any kind, including misrepresenting one's own work, taking credit for the work of others without crediting them and without appropriate authorization, and the fabrication of information." For the remainder of the code, see: http://www.gwu.edu/~ntegrity/code.html

Support for Students Outside the Classroom

Disability Support Services (DSS)

Any student who may need an accommodation based on the potential impact of a disability should contact the DSS office at 202-994-8250 in Rome Hall, Suite 102, to establish eligibility and to coordinate reasonable accommodations. For additional information please refer to: http://gwired.gwu.edu/dss/

University Counseling Center (UCC) **202-994-5300**

The UCC offers 24/7 assistance and referral to address students' personal, social, career, and study skills problems. Services for students include:

- crisis and emergency mental health consultations
- confidential assessment, counseling services (individual and small group), and referrals
  http://gwired.gwu.edu/counsel/CounselingServices/AcademicSupportServices

Security

In the cases of an emergency, if at all possible, the class should shelter in place. If the building in which the class is held is affected, follow the evacuation procedures for the building. After evacuation, seek shelter at a predetermined rendezvous location.