COURSE AND CONTACT INFORMATION

Course: PPMA 6077 (Sec. 11) - Program Management
Semester: Spring 2015
Time: Thursdays 6:10 - 8:00 PM (from Mar. 19 through Apr 23, 2015)
Location: TBD

INSTRUCTOR

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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

<table>
<thead>
<tr>
<th>Author</th>
<th>Title</th>
<th>Edition</th>
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<tbody>
<tr>
<td>Malcolm K. Sparrow</td>
<td>The Regulatory Craft</td>
<td>2000</td>
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<td>Dixit and Nalebuff</td>
<td>The Art of Strategy</td>
<td>2010</td>
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<td>Daniel Kahneman</td>
<td>Thinking, Fast and Slow</td>
<td>2013</td>
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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 Mar. 26, Apr. 2, Apr. 9, and Apr. 16. Grading for
these will be based on an average of your best three.
• Class participation and discussion (40%).
• All homework is expected to be an individual effort. One full letter grade
  reduction for any assignment turned in late; no assignments accepted after two
days late. You can email any assignment to me on the day it is due if you will not be
in class.

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

Mar. 19 / Overview of Program Management: What do program managers actually do?
  Sparrow: Read the Introduction, Ch. 1 (Pressures) and Ch. 2 (Ideas), pp. 62-64 in Ch. 4
  (Customer Service), and Ch. 5 (Process Improvements).
  D & Nalebuff: Read the Introduction; skim Ch. 1-4; read the Epilog to Part I (pp.
  137-138) and any case studies in Part I that you find interesting.
  Kahneman: Read the Introduction and Ch. 1 (The Characters of the Story);
skim Ch. 2 (Attention and Effort), Ch. 4 (The Associative Machine),
  Ch. 5 (Cognitive Ease), and Ch. 6 (Norms, Surprises, and Causes).

Mar. 26 / Understanding the problem
  D & Nalebuff: Read Ch. 8 (Interpreting and Manipulating Information)
  Kahneman: Read Ch. 7 (A Machine for Jumping to Conclusions) and 13
  (Availability, Emotion, and Risk); skim Ch. 19-20 (The Illusion of
  Understanding, and The Illusion of Validity) and Ch. 30 (Rare
  Events)
  Sparrow: Skim Ch. 6 (Read the Summary at the end); read 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.
  26)

Apr. 2 / 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 Apr. 2)

Apr. 9 / 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); skim Ch. 24 (The Engine of Capitalism).

* Writing: Explore some of the interesting issues from the reading (Due Apr. 9)

Apr. 16 / Managing Outside: Working with Partners, Stakeholders, the Public, and Media

D & Nalebuff: Read Ch. 9 (Cooperation and Coordination).

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 Ch. 6 (Partnerships), and Ch. 20 (Connecting the Fabric).

* Writing: Explore some of the interesting issues from the reading (Due Apr. 16)

Apr 23 / Fighting Fires; Conclusions

Sparrow: Read Ch. 21 (Conclusions).

Kahneman: Read Conclusions (pp. 408-418).

All texts: Skim any parts of any of the texts that seem particularly relevant or useful for writing the Policy Analysis paper.

* Writing: Write and turn in your Policy Analysis paper (Due Apr. 23)