**Decision Making in Government and Administration**

Public Administration 611 (4 hours)

**Instructor:** John Rohrbaugh

**Classes:**
- Monday 5:45 – 8:50 p.m.
- 313A Draper Hall

**Office:**
- 321 Milne Hall
- Telephone: 442-5286
- E-mail: JWR26@ALBANY.EDU
- Hours: Monday 3:00 – 5:30; Tuesday 11:30 – 2:00 p.m.; Wednesday 3:00 – 5:30 p.m.
  (and by appointment)

**Overview:** The main objective of this course is to survey contemporary theory and research concerning managerial decision making so that familiarity with a variety of formal modeling techniques might be gained. In the process, it is hoped that students will come to better think about their thinking and, as a result, improve their own decision-making skills. A major focus of the course will be on the conduct of decision consultancies during which actual problems of judgment and choice that others are facing will be explored. Although formal models from the field of decision science can provide useful frameworks for exploring the difficulties of complex decision making, they are not viewed here as solution systems, that is, as the mechanisms by which judgments and choices should be made. The emphasis of this course is far more on the improvement of the decision making than the improvement of the decision model. Because decision making often occurs within the context of a group, the course will give special consideration to team processes.

**Schedule:**

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<tr>
<th>Week</th>
<th>Topic</th>
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<tr>
<td>1/23</td>
<td>Introduction to course; examination of decision processes</td>
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<tr>
<td>1/30</td>
<td>Distinguishing alternatives, criteria, and futures</td>
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<tr>
<td>2/6</td>
<td>Assessing discrete alternatives; multiattribute utility models</td>
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<td>2/13</td>
<td>Anticipating futures; sensitivity analyses; hierarchica models</td>
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<td>2/20</td>
<td>Individual project consulting meetings TBA</td>
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<td>2/27</td>
<td>Resource allocation problems; cost-benefit approaches</td>
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<tr>
<td>3/5</td>
<td>Investment progressions; efficient frontiers; sensitivity analyses</td>
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<tr>
<td>3/19</td>
<td>Individual project consulting meetings TBA</td>
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*Spring 2012*
3/26 Intuition and analysis; role of judgment in decision making
4/2 Cognitive skill building; group judgment models
4/16 Individual project consulting meetings TBA
4/23 Negotiation and conflict management; group exercise
4/30 Compromises and horse trades; analytical mediation
5/7 Individual project consulting meetings TBA

Grading:
Multiattribute utility model and essay (due 2/27)
Resource allocation model and essay (due 3/26)
Judgment models and essay (due 4/23)
Analytical conflict model and essay (due 5/14)

Each intersession assignment is counted equally as one-quarter of the final grade. Late assignments will be accepted with a grade penalty of 10% for each passing week. All project reports must be submitted in “hard” copy, not electronically. The grade earned by each student does not depend in any way on the distribution of others’ grades. There is no penalty for assisting and supporting other students in this course (excepting violations of the academic rules and regulations of this university).

Textbooks: