Policy and Management

Typical P&M majors

- **What do they do?**
  - Analyze real-world problems and propose solutions
  - Use a unique blend of skill and expertize in real-world problem solving to launch a meaningful career

- **How do they do it?**
  - Develop strong empirical and analytical skills
  - Apply them to a wide variety of pressing *policy and management problems* with an understanding of *behavior* in an *institutional or organizational context.*

Overview of Policy and Management

- Core curriculum taken by all P&M majors establishes them as technically trained analysts ready to tackle problems in the private, public and non-profit sectors.

- Four concentration areas give flexibility to choose own area of deeper skill development and substantive knowledge:
  - Analytics; Policy; Management; Law

- Great choice for students interested in analytics/statistics or pre-law but who want flexibility to find a meaningful career path

- Great choice for students interested in policy and management and want to leverage the advantages of a science degree (B.S. versus B.A.)

Primary focus on: **P&M problems** with an understanding of **behavior** in an **institutional context.**

- **P&M problems**

- Institutional context

- Behavior in an institutional context

Some P&M problems analyzed in core courses

- **Management:**

  - How can organizations design benefit programs to improve worker health and financial security?

  - How can brokerage firms design rules for traders that mitigate loss-chasing?

  - How can companies design institutional practices that remove barriers to the advancement of women?

- **Policy:**

  - What problems does the Affordable Care Act address?

  - If technological change progresses too quickly, social/political unrest may ensue. How can policy step in to ease the human impacts of these rapid changes?

  - What role do missing property rights play in environmental degradation? How can policy create partial property rights to reduce, say, carbon emissions?

Primary focus on: **P&M problems** with an understanding of **behavior** in an **institutional context.**

- P&M problems

- **Institutional context**

- Behavior in an institutional context

Institutions

- Markets, Government, Communities (including social norms)

- Each institution incentivizes individual behavior differently. Fails or succeeds for specific reasons.
  - Markets sometimes fail. They can generate inequity.
  - Governments can be inefficient. Democracy can fail to represent voter preferences.
  - Norms of prosocial behavior can fail to emerge or fizzle out. They can be used at the expense of outsiders.

- Policy can harness different institutions for different problems

Primary focus on: **P&M problems** with an understanding of **behavior** in an **institutional context.**

- P&M problems

- Institutional context

- **Behavior in an institutional context**

Behaviors in an Institutional Context

- Cooperating and Defecting: Why do communities succeed or fail at natural resource management?

- Status Seeking: People over-consume positional goods that signal status at the expense of important goods that do not (sleep, safety, public parks, environmental protection, savings). What can policy do?

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- Seeking Fairness/Justice: How does fairness influence wages, voting, taxes and government transfers, private giving?

- Voting: Why might democracy fail to represent a majority of citizens' preferences?

- Negotiating: In what ways does this contribute to gender inequality?

Example 1: Health Insurance (Markets + Government)

- Private markets can fail to provide health insurance when health status is private.
- The "Death Spiral"
  - Insurance company charges prices based on average risk among its customers.
  - Then lower risk customers find it too expensive and decline insurance.
  - Then the average risk in the remaining customer pool rises, so prices go up again.
  - More customers decline insurance.
  - Process can continue until no customers are left.
- How can policy fix it?
- Affordable Care Act: Does it address this problem? Yes. Is everyone better off with it? No.

Example 2: Motivating Worker Effort (Markets + Norms)

- Challenging when you cannot monitor worker effort.
- When employers pay workers a bit more than necessary, workers may reward this with harder effort. Gift exchange.
- Janet Yellen, Chair of the Federal Reserve, realized this when she wanted to hire a babysitter.
  - Offered generous pay. Hired a motivated sitter.
  - She and George Akerlof wrote their insights down into what became canonical theory.
- Influenced management practices and our understanding of unemployment rates.
- P&M majors can learn the deeper logic behind the problem, how to empirically test it, and what to do in practice.

Summer Internships

Firm	Job	Location	Responsibilities
CDW	Sales Intern	Chicago, IL	Build/maintain account profiles, Research competitors, and Develop sales strategies for potential customers
Continental Bank	Marketing Intern	Salt Lake City	marketing and sales strategy
Hudson Spine and Pain Medicine	Security and Technology Analyst	New York City	Analyzing software vendors, conducting security audits, and working toward HIPAA compliance
Neighborhood Learning Alliance	Administrative Assistant	Pittsburgh	Collecting/processing data across our various program sites, general office duties (sorting files, preparing forms, etc.)
Prudential Financial Inc.	Intern for Global Business and Technology Solutions	Newark, NJ	document analysis and law compliance
Resolute Innovation	Business Development Intern	New York City	growing business, sales, market research, strategical planning
The Boeing Company	Corporate Finance Intern	St. Louis, MO	Estimating & Pricing Group - Flight Testing & Repairs
US Holocaust Memorial Museum	Marketing and National Operations Intern	Washington DC	Updating events website, working museum events, data analytics/research, odd jobs

Job Opportunities and Graduate Programs

Policy and Management students will be well suited to enter careers in:

- Law
- Politics
- Management
- Analytics
- Public Policy
- Government
- Non-governmental organizations/non-profits
- Consulting

Recent P&M grads' next-steps: Professional Schools

- Law Schools: Columbia, Stanford, Tulane (for sports and entertainment law)

- Master's programs: CMU Heinz Accelerated Master' s Program (3); CMU Heinz Master's of Health Care Policy; University of Michigan Master's in Survey Methodology, Master's in Human-Computer Interaction; CMU – Privacy Engineering

Professional Positions

- Viacom: Nickelodeon digital analytics team
- IBM in NYC: Associate analytics consultant
- Hamilton Place Strategies: Economic consulting with a focus on international trade and financial regulation
- Rhode Island, Cley Pell's gubernatorial campaign: Regional field director
- Charter school in Manhattan: Education Coordinator
- Epic in Madison, WI: Project Manager
- Bloomberg: Software engineer
- Thermo fisher scientific: IT leadership development program

Policy and Management Faculty at SDS

Research Topics in Management

- Gender and Negotiations

- HR Policies

- Effective Marketing Practices

- Risk Management

- Motivating Employees

- Cheating and deception

Research Topics in Policy

- Evolution of Norms

- Transitions in Political Order

- Presidential Voting

- Charitable Giving

- Employer Discrimination

- Property Rights

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