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In the public sector, knowing how to use decision-making tools is one of the most important skills that a public administrator can possess. Although many of the MPA courses include decision-making, this special topics class was specifically designed to learn about decision-making tools and to apply this knowledge via case studies and projects. We will begin the semester with the examination of Pareto Analysis and Grid Analysis, both used in the public, non-profit, and private sectors. We will also explore Paired Comparison Analysis and Force Field Analysis. The objectives of the course are: 1) learn about various decision-making tools; 2) apply the knowledge about the decision-making tools to real-world case studies; 3) learn how to interpret findings from decision-making analyses; and 4) develop recommendations for action based on analyses. This is primarily a lecture/discussion class, but the case studies allow for interactive learning throughout the semester.

Your responsibilities for this class are as follows: 1) reading the assigned material; 2) completing the assignments; 3) completing a decision-making project; 4) participating in discussion boards; and 5) attending all class sessions. **Attendance is very important!** You should call me or send an e-mail message to me if you cannot attend class. Many of the assignments are based on my belief that you will do your own, original work. I trust you - please don't disappoint me.

The project provides an opportunity for you to apply one of the decision-making tools included in the Mind Tools packet. You can use one of the tools we cover is class, or you can choose one that we don't use. You will need to decide on some work problem that needs to be addressed that you can use for your project. If you don't have any work-related problem, then we will need to discuss an alternative. This is an individual project - I trust that you will do your own work. A hard copy of your project is due on June 26th.

This course is designed to increase your level of computer literacy. We will use Blackboard as a means of gathering information and communicating with one another. All of the assignments and readings are on Blackboard under Course Documents. Many of the materials are Adobe Acrobat files, so you need to make sure you have Adobe Reader to view and print them. You will also need access to Microsoft Excel.

The following is the assignment of points and the grading scale:

Attendance & Participation	100 points
Assignments	150 points
Project	100 points
	Total = 350 points

332-350 = A
315-331 = A-
304-314 = B+
290-303 = B
280-289 = B-

Course Outline

May 15th (M):   **Introduction and Pareto Analysis**
Materials on Blackboard (BB):
1) Syllabus
2) Mind Tools Packet
3) Three Stages of Decision Making
4) Project Outline
5) An overview of Pareto Analysis (Mind Tools Packet pgs. 4-5)
6) An example of Pareto Analysis
Assignment 1: Your job decision-making process ***Post on discussion board by 5/20**

May 17th (W):   **Pareto Analysis - Online Class**
Reading (BB):
1) Guidelines for writing a memo
2) Using Excel to create a Pareto chart
3) Palm Beach County Building Division Report
Assignment 2: Using Pareto Analysis ***Due in class on 5/22**
Project: Decide on project topic/decision ***Due on 5/20 via email**

May 22th (M):   **Grid Analysis**
Reading (BB):
1) An overview of Grid Analysis (Mind Tools Packet pgs. 8-9)
2) The Human Side of Privatization - Case Study
3) Case Study: Grid Analysis Group Exercise

May 24th (W): Grid Analysis - Online Class
Reading (BB):
1) Juvenile Assessment Center External Review
Assignment 3: Using Grid Analysis ***Due via email by 6/5**
                                                      *Post on discussion board 6/6 or 6/7

May 29th (M):   **No Class - Memorial Day Celebration**

May 31st (W): Grid Analysis - Online Class

June 5th (M):   **Project Research - Online Class**
Gather data needed for your project

June 7th (W):   **Project Research - Online Class**
Gather data needed for your project

June 12th (M): Paired Comparison Analysis
Reading (BB):
1) An overview of paired comparison analysis (Mind Tools Packet pgs. 6-7)
2) Bringing America Home Summary

June 14th (W): Paired Comparison Analysis - Online Class

Assignment 4: Using Paired Comparison Analysis *Due in class on 6/19
* Post on discussion board on 6/20

June 19th (M):   Force Field Analysis
                   Reading (Blackboard):
                       1) Overview of Force Field Analysis (Mind Tool Packet - page 19-20)
                       2) Examples of Force Field Analysis
                   Assignment 5: Using Force Field Analysis *Due via email on 6/23
                                                           * Post on discussion board on 6/24

June 21st (W):   Force Field Analysis - Online Class

June 26th (M):   Concluding Thoughts
                   PROJECT IS DUE IN CLASS