LEADERSHIP, INNOVATION, & DESIGN

The Leadership, Innovation, and Design Specialization is extremely diverse in both courses offered and its student body who come from for-profit, nonprofit, social enterprise, and government and from some 60+ countries across the globe. The program has been designed specifically for students eager to pursue careers as leaders of institutions and organizations, consultants and advisors to the leaders of major institutions and organizations, or founders of startups that fulfill a critical societal need. Students exit the program with a portfolio of skills, experiences, and content that will enable them to pursue careers in any sector.

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T. Alexander Puutio, Adjunct Assistant Professor of International and Public Affairs
Adam Royalty, Adjunct Assistant Professor of International and Public Affairs
Jan Svejnar, Professor of International and Public Affairs
Lynn Thoman, Adjunct Professor of International and Public Affairs
Eva Weissman, Adjunct Associate Professor of International and Public Affairs

Visit our SIPA Faculty Directory to view bios
The Leadership, Innovation, and Design Specialization requires 9 points, consisting of 3 three-point courses (or a combination of 3.0 and 1.5-point courses).

Students who declared a specialization in Management in Spring 2022 or prior may continue with their original program of study.

Leadership, Innovation, and Design Courses

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
<th>Points</th>
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<tr>
<td>INAF U6016</td>
<td>Cost-Benefit Analysis</td>
<td>3.00</td>
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<tr>
<td>INAF U6053</td>
<td>Creating a Social Enterprise</td>
<td>3.00</td>
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<tr>
<td>INAF U6124</td>
<td>Building a Scaling Social Impact Programs</td>
<td>3.00</td>
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<tr>
<td>INAF U6125</td>
<td>Scale Up Ventures: Growing a Business Outside of Silicon Valley</td>
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<td>INAF U6126</td>
<td>Design for Social Innovation</td>
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<tr>
<td>INAF U6128</td>
<td>Impact Investing and Financial Innovation</td>
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<td>INAF U6129</td>
<td>Storytelling and The Art of Creating Social Impact Campaigns</td>
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<td>Impact Investing: Essential Skills</td>
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<td>INAF U6137</td>
<td>Social Value Investing: a Framework for Cross Sector Partnerships</td>
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<td>INAF U6186</td>
<td>Community Economic Development</td>
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<tr>
<td>INAF U6226</td>
<td>Leadership &amp; Innovative Policy Making</td>
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<td>INAF U6269</td>
<td>Climate Tech and Regenerative Entrepreneurship</td>
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<td>INAF U6525</td>
<td>Social Innovation, Technology, &amp; Public Policy in the Global South</td>
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<td>INAF U6899</td>
<td>Impact Measurement &amp; Evaluation for Sustainable Development</td>
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<tr>
<td>INAF U8380</td>
<td>Managing the Global Corporation</td>
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<td>PUAF U6028</td>
<td>Public-Private Partnerships To Foster Effective, Sustainable &amp; Scalable Nonprofits</td>
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<td>PUAF U6033</td>
<td>Decision Models &amp; Management</td>
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<tr>
<td>PUAF U6135</td>
<td>Civic Innovation &amp; Designing for People</td>
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<td>PUAF U6217</td>
<td>Operations Management</td>
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<td>PUAF U6460</td>
<td>Benchmarking Skills for Process &amp; Organizational Improvement</td>
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<td>PUAF U6801</td>
<td>Negotiation &amp; Conflict Resolution</td>
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<tr>
<td>PUAF U8203</td>
<td>Project Management</td>
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Other SIPA Courses
These courses are pre-approved to fulfill credit in the Leadership, Innovation, & Design Specialization

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
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<tr>
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<td>EMPA U6105</td>
<td>Strategic Management of Information and Communication Technologies for the Public Good</td>
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<td>INAF U6004</td>
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<td>INAF U6041</td>
<td>Corporations and Human Rights</td>
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<td>INAF U6042</td>
<td>Energy, Enterprise and Development</td>
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<td>INAF U6085</td>
<td>Economic Development in Latin America</td>
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<td>INAF U6116</td>
<td>Infrastructure Cost-Benefit Analysis</td>
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<tr>
<td>INAF U6372</td>
<td>Women and Leadership: Designing Policy for Gender Equity</td>
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### Degree Audit Report

Matriculated students in this program can view their degree audit report on Stellic.

**Leadership, Innovation, and Design Courses**

**INAF U6016 Cost-Benefit Analysis. 3.00 Points.**
Pre-req: Microeconomics. LID Registration Priority.

Prerequisites: SIPA U6300 or SIPA U6400 This course aims to provide an introduction to cost-benefit analysis and the economic evaluation of government or development projects, programs, and policies. The course consists of two parts: theory/methodology in the first half of the semester and application of the learned concepts through an analysis of various case studies in the second half. Case studies will cover the full range of possible applications of CBA -from early education, social policy, health, urban planning, transportation and energy to environmental regulations. Case studies will cover both the US and developing country contexts. In the second half of the semester students will be expected to apply what they have learned by carrying out a cost-benefit analysis on a topic of their choice. The project is expected to include all components of a professional CBA - description of policy or program scenarios to be evaluated, compilation and monetization of the main costs and benefits, development of an Excel model including discounting and sensitivity analysis.

<table>
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<tr>
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<th>Credits</th>
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<tr>
<td>INAF U6604</td>
<td>Applied Econometrics</td>
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<td>INAF U6605</td>
<td>Impact Evaluation Methods and Applications to Health and Social Policy</td>
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<td>INAF U6698</td>
<td>Impact Investing II: Blended Finance</td>
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<td>INAF U6745</td>
<td>Navigating Diversity # Inclusion in Public Policy # International Affairs</td>
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<td>INAF U6762</td>
<td>Risk Management for UN Crisis # Post-crisis Responses</td>
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<td>INAF U6898</td>
<td>Program Evaluation and Design</td>
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<td>INAF U6907</td>
<td>Principles and Techniques of Fundraising</td>
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<td>INAF U6912</td>
<td>Messaging Policy in the Digital Age</td>
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<td>INAF U8098</td>
<td>Impact Investing: Intention, Fiduciary Duty and Measurement</td>
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<td>INAF U8201</td>
<td>Public Education: New Strategies for a New Era</td>
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<td>INAF U8350</td>
<td>Finance for the World’s Poorest</td>
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<td>INAF U8354</td>
<td>Micro, Small, and Medium Enterprise (MSME) Development</td>
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<td>INAF U8559</td>
<td>Building Peace After Conflict</td>
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<td>INAF U8560</td>
<td>Governance and Management in the UN System</td>
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<tr>
<td>INAF U8690</td>
<td>Managing Humanitarian Emergencies</td>
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<td>PUAF U6206</td>
<td>How Government, Civil Society # Corporations Solve Societal Problems</td>
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<td>PUAF U6212</td>
<td>Digital Media Management</td>
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<td>PUAF U8260</td>
<td>Generating Financial Support to Grow Social Enterprises</td>
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<td>SIPA U6501</td>
<td>Quantitative Analysis II for International and Public Affairs</td>
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<tr>
<td>SIPA U8500</td>
<td>Quantitative Methods in Program Evaluation and Policy Research</td>
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**INAF U6053 Creating a Social Enterprise. 3.00 Points.**

The course will focus on the knowledge and skills required to develop an idea, thoughtfully plan, articulate and pitch a new social enterprise, venture or business. This course is a workshop, not a lecture course. Students will work on projects in teams to brainstorm - define ideas, engage in customer discovery - development, create viable business models - budgets and be able to pitch their idea to potential partners and investors. Components of the course include: 1) Design Thinking, Ideation and Prototyping; 2) Business Planning and Budgeting; 3) Social Impact Measurement; 4) Pitching ideas

**INAF U6124 Building # Scaling Social Impact Programs. 3.00 Points.**
Category: MIA/MPA: Short Course, Management, USP:Urban LID Registration Priority.

This course aims to help students understand and define social impact and its role in today’s policy and social justice landscape by unpacking various types of social impact programs and evaluating them through the lens of their effectiveness relative to other approaches to solving complex problems. The class will look at impact through from multiple perspectives including business, government, and nonprofits. Students will both learn how to assess social impact and evaluate their effectiveness in comparison to other types of interventions. As well, they will develop and design a social impact program framework for both a business and a nonprofit

**INAF U6125 Scale Up Ventures: Growing a Business Outside of Silicon Valley. 3.00 Points.**
Category: EPD:Economic, Management
LID Registration Priority.

This course is specifically designed for SIPA students, which means that we look at the world of scaleups from two different perspectives: First, the bottom-up approach, where you will need to think like an entrepreneur. How do you achieve scale by leading the attraction and retention of talent, capital, and customers? And second, the top-down approach, where you will need to think like an ecosystem builder: Which policies and actions are effective to help scaleups attract top talent, capital, and more customers in any given city or region? For example, you'll be surprised to learn that some policies that help startups end up hurting scaleups, and vice-versa.

**INAF U6126 Design for Social Innovation. 3.00 Points.**
Category: Management, USP:Social
Instructor Managed Registration

Design for Social Innovation is a project-based course where students work in teams to solve real-world problems on behalf of social sector clients including nonprofits, social enterprises, and government agencies. Students work as “intrapreneurs” (entrepreneurs within organizations) on innovation projects on behalf of client organizations, looking at their clients' organizational or programmatic challenges through the lens of design thinking and human-centered design. This course is application only. Application link: https://forms.gle/LMYtV1GY6BhwEe6
INAF U6128 Impact Investing and Financial Innovation. 1.50 Point.
Category: EPD:Economic, MIA/MPA: Short Course, Management, USP:Social
Fall 2023 Course Dates: Oct 12 - Nov 30

This condensed course provides a solid understanding of impact investing and financial innovation at the intersection of public policy, development, entrepreneurship, finance, and law. We combine a theoretical approach, practical experience in emerging markets, and case studies (e.g., education in Brazil, microfinance in Mexico and India, FinTech in Kenya and Brazil). Students are expected to develop personal projects in lieu of the exam (papers or business plans). We welcome students from SIPA and other schools. Within the larger category of Sustainable Finance, Impact Investing is attracting growing interest from investors, academia, and the third sector. Impact investing allocates resources with a financial, social, and environmental return, while the impact is both intentional and measured. We analyze the latest global trends in Impact Investing, its revolutionary proposal, and its limitations. Financial innovation plays a central role in the impact agenda through innovative financial instruments such as social impact bonds or green bonds and through inclusive financial services boosted by FinTech.

INAF U6129 Storytelling and The Art of Creating Social Impact Campaigns. 3.00 Points.
Category: EPD:Social, Management, TMAC, USP:Social
LID & TMaC Registration Priority.

Was the pro-life narrative strategy a decisive factor in overturning Roe v. Wade? After countless videos of police brutality, why did the video of George Floyd’s murder dramatically accelerate the pace of cultural and policy change? After years of campaigns to reduce teen pregnancy, how was it that a TV show became one of the main drivers of reducing teen pregnancy to the lowest point in recorded history? After losing 31 state referendums, why did a new narrative approach enable the gay marriage campaign to start winning nationwide? These questions and storytelling examples are part of broader social impact campaigns which combined the right mix of strategy and narrative to create change. A social impact campaign is one that creates a significant change that addresses a pressing social issue. Often, there is too little focus on the power of narrative to change behavior and drive action. This class will explore all aspects of social impact campaigns that harness the power of “effective” stories to engage audiences and prompt action. Additionally, we will investigate how corporations and brands develop campaigns and how they partner with the government, foundations and NGOs. Students will have the chance to question some of the leading creators/practitioners as they create their own social impact campaigns

INAF U6131 Impact Investing: Essential Skills. 1.50 Point.
Category: EPD:Economic, EPD:Social, MIA/MPA: Short Course, Management
LID Registration Priority. Spring 2024 Course Dates: See Syllabus

Impact investing is young but fast-growing industry. An increasing number of philanthropists, traditional investors, and asset managers look to impact investment as a compelling asset class. Entrepreneurs tackling social and environmental issues are finding in impact investors a more reliable and better-aligned source of capital to finance their ventures. The industry requires a committed, talented, and well-prepared pool of capital to continue evolving and growing. This class aims to provide the students with some of the essential skills and tools they will require to work and thrive in the impact investing industry. This is an experiential course designed to introduce students to impact investing and provide them with the skills used by impact investors every day. Students will work on the key “products” required in an impact investment transaction, including: assessing a possible impact investment; writing an investment memo with a full impact analysis, and presenting an investment proposal to a group of seasoned impact investors. COURSE DATES MAY VARY. SEE SYLLABUS FOR EXACT DATES # TIMES.

INAF U6137 Social Value Investing: a Framework for Cross Sector Partnerships. 3.00 Points.
Category: EPD:Economic, EPD:Political, EPD:Social, Management, USP:Social, USPUrban

Social Value Investing provides a new methodology to more effectively address some of society’s most difficult and intractable challenges. Although many of our world’s problems may seem too great and too complex to solve—inequality, climate change, affordable housing, food insecurity—solutions to these challenges do exist, and will be found through new partnerships bringing together leaders from the public, private, and philanthropic sectors. This course presents a five-point management framework for developing and measuring the success of such partnerships. Inspired by value investing—one of history’s most successful investment paradigms—the framework provides tools to maximize collaborative efficiency and positive social impact, so that major public programs can deliver innovative, inclusive, and long-lasting solutions. The course also provides students with practical insights on the ways that public, private, and nonprofit managers and policy advisors are trying to build successful cross-sector collaborations. This course is founded on a mix of management theory, tools for effective public management, and exposure to real-world situations that have challenged conventional management styles. In addition to readings from the textbook, students will prepare for weekly lectures and discussion through reading relevant articles, case studies in PDF format, and links to short video content provided on Canvas. Lectures will combine presentations, case method teaching, discussion, content provided on Canvas, group exercises, and guest speakers. You should come to each lecture prepared to engage in a lively dialogue with prepared questions
INAF U6186 Community Economic Development. 3.00 Points.
Category: Management, USP:Urban

This course will provide an overview of the community development industry. Tracing the evolution from a nascent movement to organize blighted inner-city neighborhoods to today's multi-billion dollar industry, the course will examine how community development happens, the way communities set development priorities, the financial tools used to accomplish projects, and how key partners interact. The course will explore how affordable housing, health care, schools, childcare, and retail development projects interact to turn neglected neighborhoods into communities of choice. The level of financial and underwriting analysis will not require previous real estate finance experience. Particular attention will be paid to the role of community development corporations, community development financial institutions, direct public subsidies, and the role of banks and the Community Reinvestment Act.

INAF U6226 Leadership # Innovative Policy Making. 3.00 Points.
Category: Management

In this course the students will (a) master key themes in leadership development and policy making, (b) increase their own leadership and policy making capacities through reflection and discussion and (c) evaluate the leadership record of an extraordinary policy leader. The goal of the three-pronged approach is to prepare students for understanding and exercising leadership-executive ability in government, non-governmental organizations, and business. Leadership is the ability to influence people towards achieving a goal. An important part of the SIPA mission is to prepare students for leadership and innovative policy making. In this course we will examine leadership and policy making out of the box as well as inside the box by having students tackle several key themes and some specific questions. The themes include issues such as, are leaders born or made? What kind of leaders design and implement good versus bad policies? Can nudging and innovative policy making substitute for forceful policy intervention? To what extent are economic and political outcomes products of leadership as opposed to external environment?

INAF U6269 Climate Tech and Regenerative Entrepreneurship. 3.00 Points.
Category: EE, Management

The course will focus on the knowledge and skills required to research, ideate, thoughtfully plan, and pitch a new business aimed at mitigating climate-related challenges. The course will serve as a laboratory for students to sharpen their entrepreneurial abilities and deepen their understanding of climate change and related challenges, and how to meaningfully address them. Teams will work on challenges addressing vital systems (food, water, energy), built systems (buildings, mobility, cities), care systems (health, mental health/climate grief, etc) and aimed at sharpening their entrepreneurial abilities and deepening their understanding of climate change and related challenges, and how to meaningfully address them to support a just transition to a regenerative future. Class process will include: 1) identifying and defining a climate challenge they want to solve; 2) engaging in research, need finding, customer discovery and development; 3) ideation for mitigation and adaptation solutions; 4) Prototyping for customer/expert feedback; 5) Creations viable implementation plans # budgets; and 6) practicing pitching to potential partners and investors.

INAF U6525 Social Innovation, Technology, # Public Policy in the Global South. 1.50 Point.
Category: MIA/MPS: Short Course, Management, TMAC

In this course, students will analyze the following tools and their role in social innovation and policy change: artificial intelligence and machine learning, chatbots, social networks, online petitions, direct digital pressure, crowdfunding, crowdsourcing, e-participation, multi-agent systems, and digitally-driven phone-banking and blast-messaging. The focus will be via study of case-studies and stories of best practices, mainly from the Global South. The analysis of tools and case studies will be complemented by brief lectures from practitioners, followed by a dialogue between the instructor and the students on the current academic debate around these issues. The course will consist of seven sessions, divided into three overarching themes: Social Innovation as a replacement of government: how to adapt service provision to the digital age; Social Innovation as a collaboration with government: how to enhance civic participation through new methodologies and technologies; Social Innovation as a counter-power to government: how to use coordinated action to stop abuse of power. The purpose of the course is to help future policy makers, entrepreneurs, civic leaders, and designers understand how public policy can learn from new and effective examples of social innovation. In the process, students will be exposed to transdisciplinary concepts touching on the subjects of political science, sociology of science and technology, political philosophy, philosophy of information and technology. Theory will be balanced with practice and students will be provided a methodology for strategic thinking that combines a mix of design thinking, product development and start-up planning and iteration techniques.

INAF U6889 Impact Measurement # Evaluation for Sustainable Development. 3.00 Points.
Category: DAQA, EPD:Economic, EPD:Political, EPD:Social, EPD:Sustainable, Management

In a world driving towards the Sustainable Development Goals by 2030, the measurement and evaluation (M&E) toolkit is critical for holding governments, philanthropies, impact investors and others accountable for creating benefit, preventing harm and contributing to effective solutions. During this course, we will explore both the demand and supply side of generating data and evidence for decision-making in the 21st century. We will also learn practical M&E skills that can be applied across all professions and thematic sectors and that are tailored to meet the needs of diverse stakeholders. Finally, we will ground-truth concepts and theories through discussions with experts and practitioners as well as place-based use cases (primarily from Asia and Africa) of the challenges and opportunities in measuring and evaluating impact. Students can expect to develop the critical skills needed to ensure they are able to navigate, negotiate and facilitate their way to a quality measurement and evaluation plan.

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<tr>
<th>Term</th>
<th>Section</th>
<th>Call Number</th>
<th>Instructor</th>
<th>Times/Location</th>
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<td>AU1</td>
<td>21127</td>
<td>Veronica Olazabal</td>
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AU1

Information so that it can be used productively. Information has come to be recognized as a critical resource, and models of large databases has made modeling far more accessible to managers. The rise of personal computers, friendly interfaces (such as spreadsheets), and communication technologies, including not just hardware but also model-based decision making and managing change in a global corporation has made modeling far more accessible to managers.

PUAF U6028 Public-Private Partnerships To Foster Effective, Sustainable # Scalable Nonprofits. 1.50 Point.
Category: MIA/MPA: Short Course, Management, USP:Urban
Fall 2023 Course Dates: Sep 5 - Oct 25

This course is designed for students interested in establishing, working in, or leading non-profits or creating social value through partnerships between non-profits, businesses, and government. The course will deepen students’ understanding of (1) the non-profit sector and (2) partnerships between non-profits, businesses, and government. Students will learn through cases involving a variety of non-profits, businesses, and governments. The cases include a range of industries (e.g., housing, sports, education, conservation, transportation, and drugs); non-profits (e.g., Habitat for Humanity International, BRAC, the Red Cross, and Homeless World Cup); companies (e.g., Nike, Walmart, and GlaxoSmithKline); and countries (e.g., France, Brazil, India, and the US).

PUAF U6033 Decision Models # Management. 3.00 Points.
Category: DAQA, Management, USP:Urban
Not offered during 2023-2024 academic year.

This course provides an introduction to computer-based models for decision-making. The emphasis is on models that are widely used in diverse industries and functional areas, including finance, accounting, operations, and marketing. Applications will include advertising planning, revenue management, asset-liability management, environmental policy modeling, portfolio optimization, and corporate risk management, among others. The aim of the course is to help students become intelligent users of these methods. To this end, the course will cover the basic elements of modeling -- how to formulate a model and how to use and interpret the information a model produces. The course will attempt to instill a critical viewpoint towards decision models, recognizing that they are powerful but limited tools. The applicability and usage of computer-based models have increased dramatically in recent years, due to the extraordinary improvements in computer, information and communication technologies, including not just hardware but also model-based decision models and user interfaces. Thirty years ago working with a model meant using an expensive mainframe computer, learning a complex programming language, and struggling to compile data by hand; the entire process was clearly marked “experts only.” The rise of personal computers, friendly interfaces (such as spreadsheets), and large databases has made modeling far more accessible to managers. Information has come to be recognized as a critical resource, and models play a key role in deploying this resource, in organizing and structuring information so that it can be used productively.

PUAF U6135 Civic Innovation # Designing for People. 1.50 Point.
Category: MIA/MPA: Short Course, Management, TMAC, USP:Urban
Fall 2023 Course Dates: Sept 8 - Oct 20

Governments worldwide are looking for innovative ways to better serve the public and provide services more efficiently and effectively. This course uses examples from current and recent innovation efforts to investigate what ‘innovation’ means in government. In particular, the course will introduce how the Agile and human-centered methodologies used to design and build successful consumer products are applied in government to design more effective policies, programs, and services. The course aims to show students how they can work creatively in policy environments to develop new people-centered solutions to complex social problems. To this end, the course takes a blended approach to learning, combining hands-on design studios that teach actionable methods with readings and lectures on analytical frameworks for developing new approaches to serving people.

PUAF U6217 Operations Management. 3.00 Points.
Category: Management

This course provides a foundation for understanding the operations of an organization. The objective is to provide the basic skills necessary to critically analyze an organizations operating performance and practices. Such knowledge is important for careers in a variety of areas, including general management and consulting. Unlike other courses which tend to treat operations as a black box, this course will be concerned with opening up the inner workings of an organizations operations to see how they work or don’t work, learning the fundamental laws of behavior of producing a product or service, and lastly to learn how to design operations that perform at maximum levels. Its focus will be on the technical and mathematical analysis of operations rather than a human factors approach, although there are obvious connections between the two that will be explored. Concern is given to understanding which elements of an organizations operations enable it to produce quality outputs at a reasonable cost. The course will accomplish this by grouping the material under two major headings. The first half of the course will be devoted to understanding the physics of how material, paper work, and information flow through an organization. The objective is to provide the basic skills necessary to critically analyze an organizations operating performance and practices. The second half will focus on excellence in operations, learning techniques and approaches that increase overall performance in production, quality, variety, or speed of service.
PUAF U6312 Campaign Management. 3.00 Points.
Category: Management, USP:Urban

Together we are going to learn how to plan, manage, and execute the major elements of a modern American campaign using skills that can be applied to all levels of the electoral process. What are the elements of a modern political campaign? How are those pieces executed? How do we get the people elected (or un-elected) which impacts Public Policy for decades? If you are interested in political campaigns, this is your chance to learn directly from top experts in the field about the various tools and strategies used in all aspects of American politics and campaigns today. Although this is a course focusing on practical competence, empirical political theory and relevant political science will be applied to our work. Guest lecturers, simulations, and additional materials such as videos and handouts will augment the course. When we are done, you will know what you need to do, and where you need to turn, in order to effectively organize an election campaign. The curriculum is ambitious, specialized, and task-specific. This is not a course in political science, but rather a hands-on, intensive training seminar in campaign skills. By May, you will be able to write a campaign plan, structure a fundraising effort, hire and work with consultants, plan a media campaign (both paid and unpaid), research and target a district, structure individual voter contact, use polling data, understand the utility of focus groups, write press releases, conduct advance work on behalf of your candidate, manage crises, hire and fire your staff, and tell your candidate when he or she is wrong. Our aim is to make you competent and eminently employable in the modern era of advanced campaign technology. For the purposes of this class, you will design a campaign plan for a political race. To make this more interesting (and realistic), you will be provided with information and situations throughout the semester that will require you to plan, anticipate, and adapt your campaign plan to the changing realities inherent to every campaign. The course will be co-taught by Jeffrey Pollock, the Founding Partner and President of Global Strategy Group, a premier strategic research and communications firm, who has advised numerous local and national political candidates and organizations; as well as, Camille Rivera, Partner at New Deal Strategies, an experienced policy and political legislative director with a demonstrated history of working in the non-profit organization management industry.

PUAF U6460 Benchmarking Skills for Process # Organizational Improvement. 1.00 Point.
Category: EPD:Social, MIA/MPA: Short Course, Management
Spring 2024 Course Dates: March 1

This course provides a comprehensive introduction to the structural basis of benchmarking. Using a public sector-based case study with “hands-on” group activities, as well as various other examples given by the instructors, this course will teach students the benchmarking process along with the different tools and techniques to be used in implementation.

PUAF U6801 Negotiation # Conflict Resolution. 3.00 Points.
Category: EPD:Political, ICR, ISP, Management, IO/UNS
LID Registration Priority.

There are two purposes to this course: 1. to develop your ability to negotiate in a purposeful, principled and effective way; and 2. to teach you how to build consensus and broker wise agreements with others. Negotiation is a social skill, and like all social skills you have to practice it if you want to get better at it. To give you the chance to practice, we’ll do a number of simulated negotiations in and out of class. We’ll also use lectures, case studies, exercises, games, videos, and demonstrations to help you develop your understanding. As we advance in the course, our focus will shift from simple one-on-one negotiations to more complex ones involving many parties, agents, coalitions, and organizations.

PUAF U8203 Project Management. 3.00 Points.
Category: Management, USP:Social, USP:Urban
Not offered during 2023-2024 academic year.

While it is generally thought of to be related to construction, the truth is that Project Management can be applied to any field. It is defined as the application of knowledge, skills, tools and techniques to a broad range of activities in order to meet the requirements of the particular project. A project is an endeavor undertaken to achieve a particular aim. Project management knowledge and practices are best described in terms of their component processes. These processes are: Initiating, Planning, Executing, Controlling and Closing. Knowledge Areas include Scope Management, Time Management, Cost Management, Quality Management, Risk Management, and Change Management. We will discuss all of these elements in the course.

Other SIPA Courses

EMPA U6036 Strategic Corporate Social Responsibility. 3.00 Points.
Category: EMPA: Management & Innovation, EPD:Economic, EPD:Sustainable, HRHP, Management

This course will introduce students to the global contexts of CSR through comparative business perspectives. After considering the theoretical frameworks for undertaking CSR activities the course will address a number of public policy issues facing globalizing companies through a series of case studies. Under examination is the manner in which business and ethical considerations have impacted upon different social, labor, and environmental challenges. We will be asking students to consider: to what extent such factors have been, and will be, part of the corporate strategy decision-making process; why companies are having to adapt (or not) to different pressures; and whether they might sometimes be going above and beyond the standards required by regulation.

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<td>Fall 2024</td>
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EMPA U6105 Strategic Management of Information and Communication Technologies for the Public Good. 3.00 Points.
Category: EMPA: Management & Innovation, Management

Strategic Management of Information and Communication Technologies for the Public Good addresses the spectrum of policy issues, options, and critical decisions confronting senior managers in the public sphere. Classes will be taught by a combination of lecture, readings, and case. Each class will address policy, technical, and managerial challenges for a particular domain of practice from the introduction or use of established and leading-edge information and communication technologies (ICTs), among them cloud, mobile and social. Arenas may include, for example, health, education, energy, economic development, transportation, civic engagement, law enforcement, human resources, social services, transportation, or compliance and regulatory affairs. The cases will involve a variety of managerial dilemmas and decisions, from governance to transparency, performance management to project management, and be generalizable across multiple domains, arenas, and technologies. Our goal is to expose students to the broadest range of policy challenges, and technologies comprising ICTs in use in the principal domains of practice, giving students a comprehensive exposure to the issues and opportunities as managers encounter them today - and will in the very near future. The course is intended for general, non-technical managers and assumes no engineering capability greater than plugging in a USB stick.

INAf U6004 Application Development for Social Impact. 1.50 Point.
Category: DAQA, MIA/MPA: Short Course, Management, USP: Social, USP: Urban


In this course, you will learn the fundamentals of programming so you can start writing web applications that can potentially be used in non-profit or public sectors. The course will be very hands-on and you are expected to code during the class. The topics will include - fundamentals of computer science, programming basics, data structures, client-server architecture, javascript, application programming interface, LAMP stack and web frameworks, design tools, scalability issues and infrastructure for application deployment. We will discuss some of these topics in the context of agile development methodology for startups. If you are interested in building a startup as a social entrepreneur, the tools and methods you learn in this course should help you in coding the first prototype of your application. As part of the final project, you are expected to build a fully functional web application. No programming background is required. Students are expected to complete all the reading assignments before the first day of class.

INAf U6041 Corporations and Human Rights. 3.00 Points.
Category: EPD: Political, EPD: Social, HRHP, MIA Core: Interstate Relations, Management

Attendance is mandatory in the first class session

This course is designed to provide students the opportunity to learn about the growing importance of human rights and their impact in the world today. Through an in-depth examination of the field of business and human rights, students will gain an understanding of the existing and emerging international human rights framework relevant to business, learn ways in which business and human rights intersect, and be exposed to the range of methods and tactics being employed by human rights advocates and businesses to address their human rights impacts. By the end of the course, the student will have a firm grasp of the current business and human rights debates, and be able to critically evaluate the efficacy of applying human rights standards to corporations and the effect of corporate practices on human rights. Classroom discussion will include a review of trends in human rights; the development of human rights principles or standards relevant to corporations; human rights issues facing business operations abroad; the growing public demand for greater accountability; strategies of civil society advocacy around business and human rights; collaborative efforts between business and non-profit organizations; and other issues managers must deal with. Through guest lectures, students will have the opportunity to engage first hand with business managers and advocacy professionals dealing with these issues.

INAf U6042 Energy, Enterprise and Development. 3.00 Points.
Category: EE, EPD: Economic, EPD: Sustainable, Management

Energy, Enterprise and Development explores the conditions that characterize energy poverty in poor countries; traditional and non-traditional approaches to providing modern energy access to un-served and badly served populations; and, the relationship of energy to human development, environmental conditions and sustainability. We examine examples of energy access enterprises, conduct country research, and each student designs an initiative appropriate to the results of that research. Using real examples we explore the issues that must be understood for energy enterprises to succeed in developing countries.

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INAF U6085 Economic Development in Latin America. 3.00 Points.
Category: EPD:Economic, Management
This course aims at familiarizing students with historical and contemporary debates on Latin American economic development and its social effects. The focus of the course is comparative in perspective. Most of the readings deal, therefore, with Latin America as a region, not with individual countries. The first five classes are historical. After an initial overview of long-term historical trends and debates on institutional development in Latin America, it looks at the four distinctive periods of economic development: the “lost decades” after Independence, the export age from the late nineteenth century to 1929, the era of State-led industrialization, and the recent period of market reforms. The latter should be viewed as an introduction to the second part, which deals with the major contemporary issues: macroeconomic management, trade policies, production sector trends and policies, income distribution and social policy. The course will end with a session on the effects of the COVID-19 crisis on Latin America and the ongoing debate on its future economic and social development.

INAF U6116 Infrastructure Cost-Benefit Analysis. 3.00 Points.
Category: DAQA, EE, EPD:Economic, MPA-OP, Management, USP:Social
Prerequisites: SIPA U6300 or SIPA U6400
Prerequisites: SIPA U6300 or SIPA U6400 This course aims to provide students with the analytical tools to assess and evaluate infrastructure projects in the United States and worldwide. In particular, students will explore the methodologies and techniques as they relate to cost-benefit analysis with a special focus on hands-on problems and experiences. Each lecture is structured in two parts: theory/methodology in the first half of each class and application of the learned concepts through an analysis of case studies in the second half. Case studies will cover various applications of CBA as it relates to infrastructure (not general public policy issues as those are addressed in other courses). Examples of such case studies are transit investments in the US, water and wastewater infrastructure improvements, electricity grid upgrades or airport expansions. Case studies will cover both the US and developing country contexts. Throughout the semester students will be expected to complete a cost-benefit analysis in the form of a group project. The project will consist of all important components of such an analysis such as a literature review, methodology section, description of project scenarios to be evaluated, compilation and monetization of the main costs and benefits, development of an Excel model including discounting and sensitivity analyses. The quantitative analysis and estimation of benefits and costs will be critical and require students to be familiar with spreadsheet applications and formulas in Microsoft Excel. Working with actual project and performance data will be required as much as is feasible in each case

INAF U6372 Women and Leadership: Designing Policy for Gender Equity. 1.50 Point.
Category: GPP; MIA/MPA: Short Course, Management, USP:Social
Spring 2024 Course Dates: March 6 - April 24
This course explores how public policy can support the development of women leaders. In recent years, efforts to increase the number of women in senior leadership positions on corporate boards, in C-suites and in government, have reflected a call for gender equity in the spaces controlling levers of power

INAF U6515 Technology and the Future of Governance # Public Policy. 1.50 Point.
Category: EPD:Political, MIA/MPA: Short Course, Management, USP:Urban
Not offered during 2023-2024 academic year.
The purpose of the course is to help future policy makers, computer scientists, technologists and entrepreneurs think about how to benefit the public sector in an era in which burgeoning access to digital technology holds great potential to change governance and policy-making. Students will receive a general introduction to how decisions get made, including how policy is developed and implemented in the public sector, and opportunities to apply new technology to this process. Students will leave as more effective problem solvers. Students will learn multiple modes of problem solving that use technology (online platforms etc.) as well as new models for problem solving (design thinking, rapid prototyping, Lean, Open Space, etc.) to develop a “faux” product to be created in order to meet the goals of finding new ways to address public policy challenges. Projects might vary from eTown Hall forums to maximize participation in democratic governance to leveraging innovation to address one of the 21st century’s most wicked public policy problems

INAF U6604 Applied Econometrics. 3.00 Points.
Category: DAQA, Management
Prerequisites: SIPA U6501
Prerequisites: SIPA U6501 The goal of this course is to enable students to evaluate the policy relevance of academic research. While academic research frequently considers treatments that approximate a potential public policy, such prima facie relevance alone does not inform policy. In particular, public policy is predicated on the credible estimation of causal treatment effects. For example, although researchers frequently document the strong correlation between years of schooling and better health, this tells us surprisingly little (and arguably nothing) about the health effects of public tuition assistance, compulsory school laws, or any other program that raises educational attainment. Policies guided by statistical correlations - even the regression-adjusted estimates that dominate the academic literature - will frequently have unintended and even perverse real-world effects. Policymakers must distinguish between causal estimates that should inform policy design and statistical correlations that should not. The catch is that distinguishing correlation from causation in empirical studies is surprisingly difficult. Econometric technique alone does not provide a reliable path to causal inference. Applications of instrumental variables (IV) techniques, while widely popular, arguably obscure sources of identification more often than isolating exogenous variation. Similar concerns apply to popular panel data and fixed effects (FE) models, which can eliminate certain unobservable sources of bias. Furthermore, causal claims by a study’s author should be regarded with skepticism - frequently this is merely the marketing of a non-transparent statistical correlation. Put differently, when has a researcher portrayed his empirical result as a mere correlation when in fact he/she had identified a credible causal impact? A basic theme of the course is that identification strategy - the manner in which a researcher uses observational [real-world] data to approximate a controlled/randomized trial (Angrist # Pischke, 2009) - is the bedrock of causal inference. Econometric technique cannot rescue a fundamentally flawed identification strategy. In other words, econometrics and identifications strategies are complements in the production of causal estimates, not substitutes. Examples of appropriate econometric technique applied to compelling identification strategies will be described to illustrate this approach (most often from health economics), along with their implications for public policy
INAF U6605 Impact Evaluation Methods and Applications to Health and Social Policy. 3 Points.
Category: DAQA, EPD:Social, Management, USPUrban
Pre-req: SIPA U6501Not offered during 2023-2024 academic year.

This course is aimed at familiarizing students with the main econometric methods currently used in public policy impact evaluation. The course starts by discussing the idea of causal inference, which is central to any statistical analysis of impact. Following, it covers in detail the five main statistical methods for estimating causal effects: randomized control trials, instrumental variables, regression discontinuity designs, difference-in-differences, and matching techniques. Randomized control trials are commonly seen as the paradigm among impact evaluation methods, but they are not always feasible. Be it due to political constraints, lack of planning, or cost considerations, it is common for policy analysts and researchers to be faced with situations where randomized control trials are not an option. The other four impact evaluation methods considered are designed to reproduce the properties of randomized experiments in settings where only observational data are available. Each method has advantages and disadvantages and can only be used with some degree of confidence under certain circumstances. The course discusses the circumstances adequate for the use of each impact evaluation method and presents concrete examples of its use. It also provides practical exercises for students to apply the methods covered in class. The goal of the course is to provide students with enough technical and practical knowledge to enable the critical reading of reports and academic articles on public policy evaluation. It is also expected that the material covered would be enough to allow students to independently conduct relatively simple impact evaluation studies.

INAF U6698 Impact Investing II: Blended Finance. 1.50 Point.
Category: EPD:Economic, MIA/MPA: Short Course, Management
Spring 2024 Course Dates: Jan 18 - Feb 29

Impact Investing II: Blended Finance™ equips students with a detailed understanding of the tools, strategies and innovative approaches being utilized by investors seeking both financial and impact returns, via blended finance transactions. Students in this course will study cases, dig into transactions and be prepared to be a professional contributor to a transaction at a future employer. Moreover, the course provides students with a further understanding of opportunities that blended transactions can provide impact investors as they aim to unlock capital markets’ support to mitigate climate change, reverse biodiversity loss, address social inequality, reduce poverty, and generate other system-level challenges.

INAF U6745 Navigating Diversity # Inclusion in Public Policy # International Affairs. 1.50 Point.
Category: EPD:Social, MIA/MPA: Short Course, Management
Not offered during 2023-2024 academic year.

What is diversity? Who and what does it include and exclude? How do we measure and know diversity and inclusion when we see it? How do we make meaning of diversity and inclusion personally and professionally? This course serves as an introduction to diversity and inclusion frameworks as they relate to public policy and international affairs. Specifically, this entails how personal and social identities and structural systems are tied to power in society. To guide these explorations, this course will provide an overview of theories and frameworks that assist us in understanding how identity, power, privilege and oppression manifest on individual, institutional and structural levels in organizations and policy. Utilizing these theories students will learn how to apply a critical lens in practice, employ an equity mindset and build an awareness of how identity and equity may shape work, communication and interpersonal interaction.

INAF U6762 Risk Management for UN Crisis # Post-crisis Responses. 3.00 Points.
Category: EPD:Political, ICR, ISP, Management, IO/UNS
IO/UNS Priority Reg

The objective of the class is to introduce students to the practice of risk management as a tool for enabling delivery across the range of UN responses in crisis and conflict contexts, including in the areas of peace and security, human rights, development and humanitarian support. The class emphasizes skills development and their application to concrete UN crisis responses.

INAF U6898 Program Evaluation and Design. 3.00 Points.
Category: DAQA, EPD:Economic, EPD:Political, EPD:Social, EPD:Sustainable, Management, USP:Social, USPUrban
Not offered during 2023-2024 academic year.

In this course, students will: (1) become familiar with the concepts, methods, and applications of evaluation research; (2) learn how to assess the context for evaluation; (3) learn how to read evaluation research critically; and (4) be able to propose an appropriate evaluation plan. The course will center on a Group Project where teams of students (no more than 5 students) will work together to develop an evaluation plan for a program. In the process, students will learn to assess evaluation needs, how to map a program theory, link outcomes to metrics, and plan to ‘conduct’ an evaluation. At the end of the course, students will be required to present their group evaluation plan in class and to submit an individual final paper, based on your group’s proposal for the program evaluation plan.

INAF U6907 Principles and Techniques of Fundraising. 1.5 Point.
Category: MIA/MPA: Short Course, Management
Not offered during 2023-2024 academic year.

The course is structured to provide students with a thorough grounding in the principles and practices of fundraising. This course will provide students with an introduction to development, an overview of fundraising processes and systems, and the framework through which managers can determine the efficiency and effectiveness of various tactics within a nonprofit organization’s private revenue stream. Students will understand the role of the staff and board in a development program, and donor development strategies.
INAF U6912 Messaging Policy in the Digital Age. 1.50 Point.
Category: MIA/MPA: Short Course, Management, TMAC
Not offered during 2023-2024 academic year.

Blogs, Twitter, Facebook, YouTube and other social media platforms engage millions of users globally and while it’s tempting to dismiss social media, the reality is that it fundamentally changed strategic communication. Using social media, employees on behalf of governments, corporations and nonprofits incite people to take action, or support causes. Social media can also taint reputations and impede messaging. Today, no sector is free from the pressure of using and reacting to social media. Over the seven-week course, students will be expected to critically assess scholarly work and develop informed opinions on messaging in the digital age. As well as developing a theoretical understanding of social media, students will use various social media applications like Twitter, Instagram and Snapchat to analyze, evaluate, and develop social media campaigns as part of a portfolio project. In this class we’ll look back -- to look forward. We’ll look to what Aristotle can teach us about Snapchat, if one is to convey a message with a :30 second video, where do ethos, pathos and logos fit in? What can Alexis de Tocqueville teach us about twitter and the participatory nature of citizenship? This is a course for students pursuing careers in the public or private sector and it is suitable for anyone who will be involved in the decision process of where social media fits into a strategic communication plan. Practical topics we will discuss: What are the implications of new digital communication technologies for organizations? For individuals? What are the incentives for participating? How do you define success of a social media campaign? Student who take this course will become familiar with: Changes in strategic communication brought about by new digital technologies; Methods to effectively craft, deliver and amplify social media messages to key audiences; Research approaches that can be applied to implementing and evaluating social media based strategic communication; Ethical questions related to social media based strategic communication; The ability to assess and use communication strategies to address diverse audiences that inform and influence individuals, organizations and community

INAF U8098 Impact Investing: Intention, Fiduciary Duty and Measurement. 1.5 Point.
Category: MIA/MPA: Short Course, Management
Not offered during 2023-2024 academic year.

Prerequisites: INAF U6045 or INAF U6022 or INAF U6301 or SIPA U6401 or SIPA U6500
Impact Investing is a movement to use financial capital to make difference in social resource allocation. An asset owner—a philanthropist, a public pension fund, a sovereign wealth fund—may wish to pursue an objective other than financial returns. How much sacrifice in financial returns the owner would accept is an important question. Asset managers may receive a mandate to maximize financial returns, given the risk, with a condition on investment space. Fiduciary duty may become complicated if the mandate is not well described for implementation. Whether intention can be realized, that is, to make a real impact in resource allocation calls for a good measurement. This course offers student with a conceptual framework based on finance and economics; practitioners’ voice and their implementation; and empirical analysis, albeit limited, of various impact investment results. The impact investing includes different but related movements by various international organization: SRI, UN PRI; UN SDGs; ESG investment, to name a few. Since impact investing is rather new and not rooted in the academic literature, dialogues with guest lecturers will be an important part of the course. Students are expected to submit a short summary of these dialogues.

INAF U8201 Public Education: New Strategies for a New Era. 1.50 Point.
Category: MIA/MPA: Short Course, Management, USP:Social, USPUrban
Not offered during 2023-2024 academic year.

In this course we will explore distinct challenges along with precise remedies inherent in policy setting and implementation of 21st century public Pre-K -12 and higher education. This course has been designed to be responsive to issues arising in this COVID era as well as within the framework of newfound acknowledgements of the role of race and poverty in every aspect of learning and education policy. These issues will be probed through a solutions-based, case-study approach. Relying upon guest speakers, class discussion and readings, we will examine a specific individual, systemic or organization-based solution to a clearly articulated gap or need.

INAF U8350 Finance for the World's Poorest. 3.00 Points.
Category: EPD:Economic, Management
For the poorest, the lack of a safe convenient place to save and easy and timely access to small loans translates into doing without, selling assets and making decisions that keep families locked into poverty. The focus of this class is helping the poorest begin to move out of poverty by improving how they save, borrow, and manage their money. What you learn in class and through the readings will help you to design and implement large-scale, low cost even self-replicating projects. This in contrast to the sea of ill conceived, top down, expensive, small-scale, low performing development initiatives that are all too common. This class focuses on catalyzing the capacity of local people to take the lead on solving their own problems. We will cover various strategies for assisting the poorest: Microfinance, Mobile money, Savings Groups, Ultra-Poor Graduation Programs, Conditional Cash Transfer (CCT) and Cash Transfer programs, and Traditional savings circles in developing and developed countries. This course will provide you with the practical tools you need to design and launch effective projects in the field. This course meets for seven four-hour sessions
INAF U8354 Micro, Small, and Medium Enterprise (MSME) Development. 3.00 Points.
Category: EPD:Economic, Management

The objective of this course is to understand the role of micro- and small- and medium- enterprises (MSMEs) in developing economies and to identify and assess a range of policies and programs to promote their development. By tracing the evolution of development thinking in finance and MSME development, students will be exposed to the intellectual underpinnings of - and practical tools used in- a wide variety of approaches to MSME development. Students will also become familiar with the strengths and weaknesses of the most common private sector development approaches currently being used by donor organizations and committed private sector actors, including the value chain approach.

INAF U8559 Building Peace After Conflict. 1.5 Point.
Category: ICR, IO/UNS, ISP: MIA/MPA: Short Course, Management Not offered during 2023-2024 academic year.

Peacebuilding in the UN context is a relatively new concept and basically evolved from the UN's peacekeeping role in “post-conflict” states. Thus the learning curve has been steep and questions abound on who should be the peacebuilders: international actors? Local actors? The State? The link of failed states to terrorism, international crime and massive migration/refugee flows has made sustainable peace more urgent than ever. This course will cover the continuing evolution of peacebuilding as a concept and practically, on the ground highlighting what seems to work and what does not.

INAF U8560 Governance and Management in the UN System. 3.00 Points.
Category: EPD:Political, IO/UNS, MIA Core: Interstate Relations, Management
International Organization & UN Studies students receive priority

In this course, the participants will examine the governance structure and decision-making processes in the UN organizations. They will review the rules and regulations whereby the organizations handle people, money and tangible assets, and see how they manage their human and financial resources. Special attention will be paid to the way in which cultural and political factors influence management practices. Key issues such as decentralization, coordination and the management of change will recur throughout the course. The interaction of the UN system with donors, the private sector and with civil society as partners in the provision of services will be closely studied.

INAF U8690 Managing Humanitarian Emergencies. 3.00 Points.
Category: EPD:Political, EPD:Social, GPP, HRHP, IO/UNS, Management

This course focuses on the actual management problems of humanitarian interventions and helps students obtain the professional skills and insight needed to work in complex humanitarian emergencies, and to provide oversight and guidance to humanitarian operations from a policy perspective. It is a follow-up to the fall course that studied the broader context, root causes, actors, policy issues, and debates in humanitarian emergencies.

PUAF U6206 How Government, Civil Society # Corporations Solve Societal Problems. 3.00 Points.
Category: Management, USP:Social, USP:Urban

The private sector has been widely criticized for economic and social conditions in the United States. Income inequality, the movement of jobs overseas, the disruption caused by technology, and the wide pay disparity between CEOs and employees are all placed squarely at the feet of leaders in the private sector. A historical review shows that much of the distrust of the private sector is justified. However, a review also shows ample examples, in the past and present, of private sector leadership shaping positive societal reforms. The substance of this course will entail a review of the past with lessons learned, where we are today in areas of critical concern to the nation, and most importantly, a review of specific next steps needed in the future to achieve real progress solving our most critical economic and social problems.

PUAF U6212 Digital Media Management. 1.5 Point.
Category: MIA/MPA: Short Course, Management Not offered during 2023-2024 academic year.

“Every business is a media business.” Those words have been frequently said. Every business executive needs to understand how to use media to gain competitive advantage. This course will teach students about the media business, how it is changing, the technologies involved, and what media executives are doing to position their businesses amid severe disruptions that are also creating new opportunities. Students will learn the strategies, techniques and technologies used in digital media and learn to understand, analyze and implement them for business purposes. This course is especially relevant in New York, the media business center of the United States and much of the world. Students not only learn the theory of media business but also apply the lessons in their own entrepreneurial media project.

PUAF U8260 Generating Financial Support to Grow Social Enterprises. 1.5 Point.

This workshop is designed for students interested in securing financial support for public/private partnerships, traditional or innovative philanthropies, well established cultural or educational institutions. It will focus on a variety of fundraising strategies such as direct solicitation via print mail, online appeals and digital approaches such as crowd funding as well as more traditional methods like writing grants to secure foundation funding and identifying and cultivating high net worth potential donors. There will be sessions dealing with creating donor data bases, segmenting appeals, deciding on when or whether to hold special events, and assessing corporate and government entities as potential philanthropic partners. At the conclusion, each student will have an opportunity to present a philanthropic proposal before a panel of outside judges.
SIPA U6501 Quantitative Analysis II for International and Public Affairs.  
3.00 Points. 
Category: DAQA, IFEP: Economic Policy Track, Management 
Registration priority given to: IFEP-Economic Policy students and DAQA students 

Prerequisites: SIPA U6500 
Prerequisites: SIPA U6500 This course is the second semester in the 
SIPA statistics sequence, extending the multiple regression framework 
introduced in the first semester as a tool for policy analysis and program 
evaluation (also known as econometrics). The first half of the course 
will focus largely on the fundamentals of multiple regression analysis 
for causal inference. The second half builds on this foundation and 
troduces experimental and quasi-experimental methods that are 
widely used in empirical research. Additional topics on data collection, 
statistical analysis and interpretation will also be covered to help 
students become thoughtful consumers of statistical analysis for public 
policy. Students will receive instructional support in Stata to carry out 
regression analysis and complete assignments. Assignments and 
supplementary topics may vary by instructor, please review syllabi for 
further details 

SIPA U8500 Quantitative Methods in Program Evaluation and Policy 
Research. 3.00 Points. 
Category: DAQA, Management, USP:Urban 
DAQA Registration Priority. 

Prerequisites: SIPA U6501 
Prerequisites: SIPA U6501 The goal of this course is to provide 
students with a basic knowledge of how to perform some more 
advanced statistical methods useful in answering policy questions 
using observational or experimental data. It will also allow them to 
more critically review research published that claims to answer causal 
policy questions. The primary focus is on the challenge of answering 
causal questions that take the form Did A cause B? using data that 
do not conform to a perfectly controlled randomized study. Examples 
from real policy studies and quantitative program evaluations will 
be used throughout the course to illustrate key ideas and methods. 
First, we will explore how best to design a study to answer causal 
questions given the logistical and ethical constraints that exist. We 
will consider both experimental and quasi-experimental (observational 
studies) research designs, and then discuss several approaches 
to drawing causal inferences from observational studies including 
propensity score matching, interrupted time series designs, instrumental 
variables, difference in differences, fixed effects models, and regression 
discontinuity designs. As this course will focus on quantitative 
methods, a strong understanding of multivariate regression analysis is 
a prerequisite for the material covered. Students must have taken two 
semesters of statistics (SIPA U6500 # U6501 or the equivalent) and have 
a good working knowledge of STATA