

Policy and Management, B.S.

The Major in Policy and Management

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<https://www.cmu.edu/dietrich/sds/undergraduate/policy-and-management/index.html> (<https://www.cmu.edu/dietrich/sds/undergraduate/policy-and-management/>)

Overview

Great organizations do not succeed by accident. They depend on policymakers, managers, and other leaders who can bring together people, evidence, and strategy to solve difficult problems. The Policy and Management major prepares students for exactly those roles by combining scientific analysis, strategic thinking, negotiation, and policy expertise, equipping them to address complex challenges facing businesses, governments, nonprofits, healthcare systems, and other organizations.

Students learn how to develop effective strategies, negotiate among competing interests, evaluate evidence, communicate across multiple stakeholders, and lead organizations through uncertainty and change. They learn why good ideas often fail in practice and how effective leaders translate evidence into action while balancing economic, political, and organizational realities.

Rigorous scientific and analytical training is paired with extensive opportunities to apply these ideas to real-world problems. Students develop expertise in research design, data analysis, decision analysis, negotiation, and policy evaluation while working closely with faculty on hands-on projects. The major culminates in a capstone project in which students tackle an important organizational or policy challenge, integrating the analytical, behavioral, and leadership skills they have developed throughout the program.

Organizations increasingly seek leaders who can combine analytical thinking with an understanding of people, incentives, and institutions. Graduates are well prepared for careers in management, consulting, strategy, public policy, government, nonprofit leadership, analytics, and many other fields, as well as graduate and professional study in business, public policy, law, economics, and related disciplines.

Prerequisites

All Policy and Management majors must complete mathematics and statistics prerequisites (see below), by the end of the sophomore year.

Mathematics Prerequisite	Units
21-111 Differential Calculus & 21-112 and Integral Calculus or 21-120 Differential and Integral Calculus	10-20

Statistics Prerequisite	Units
36-200 Reasoning with Data	9

Curriculum

Core Courses

Policy Core	Units
73-102 Principles of Microeconomics or 73-104 Principles of Microeconomics Accelerated	9
88-221 Markets, Democracy, and Public Policy	9
	18
Management Core	Units
88-150 Managing Decisions or 88-255 Strategic Decision Making	9
88-223 Decision Analysis	12

88-235 Negotiation: Strategies and Behavioral Insights or 88-234 Negotiation: International Focus	9
	30

Empirical Core	Units
36-202 Methods for Statistics & Data Science	9
88-251 Empirical Research Methods	9
88-252 Causal Inference: from Data to Decisions or 88-275 Bubbles: Data Science for Human Minds	9
	27

Capstone

	Units
88-451 Policy Analysis Senior Project * or 88-452 Policy Analysis Senior Project	12

* 88-452 is offered in fall, 88-451 in spring

Concentration

36 units

Complete at least 36 units (a minimum of four courses) from the following concentrations of courses. Students are required to declare a concentration before their graduating semester, but are not required to choose a concentration when they initially declare (typically in the freshman or sophomore year). In fact, students are encouraged to take many of the core classes before making their concentration selection so that they can make a well-informed decision. Some courses have additional prerequisites.

1. Analytics Concentration (minimum four total courses)	Units
Programming (one course)	9
88-300 Programming and Data Analysis for Social Scientists	9
Analytics/Empirical electives (select any two courses)	18
88-252 Causal Inference: from Data to Decisions (if not taken in Empirical Core)	9
88-275 Bubbles: Data Science for Human Minds (if not taken in Empirical Core)	9
88-312 Decision Models and Games	9
88-379 Data-Driven Decision Analysis	9
36-303 Sampling, Survey and Society	9
36-315 Statistical Graphics and Visualization	9
70-257 Optimization for Business	9
70-374 Data Mining & Business Analytics	9
70-455 Data Management Fundamentals	9
70-460 Mathematical Models for Consulting	9
90-434 Geospatial Health Analytics *	12
Analytics concentration breadth elective (select one course from any of the other three concentrations; must be 88xxx)	9

2. Policy Concentration (minimum four total courses)	Units
Policy electives (select three courses; at least one of the three must be 88xxx)	27
88-230 Human Intelligence and Human Stupidity	9
88-237 The Happy Cyborg	9
88-261 Health Policy and Decision Making	9
88-285 Deconstructing and Dismantling Discrimination	9
88-323 Policy in a Global Economy 1: International Trade & 88-324 and Policy in a Global Economy 2: International Trade and Trade Policy	12
88-344 Systems Analysis: Environmental Policy	9
88-365 Behavioral Economics and Public Policy	9
88-366 Behavioral Economics of Poverty and Development	9
88-367 Designing Economics Experiments in the Wild	9
88-411 Rise of the Asian Economies	9
36-303 Sampling, Survey and Society	9
73-328 Health Economics	12

80-244	Environmental Ethics	9
84-362	Diplomacy and Statecraft	9
84-389	Terrorism and Insurgency	9
90-443	Local and Regional Economic Development *	12
Policy concentration breadth elective (select one course from any of the other three concentrations; must be 88xxx)		9
3. Management Concentration (minimum four total courses)		Units
Management electives (select three courses; at least one of the three must be 88xxx)		27
88-231	Thinking in Person vs. Thinking Online	9
88-234	Negotiation: International Focus (if not taken in Management Core)	9
88-235	Negotiation: Strategies and Behavioral Insights (if not taken in Management Core)	9
88-341	Team Dynamics and Leadership	9
88-348	Behavioral Finance	9
88-384	Underappreciated Ideas in the Social Sciences	9
88-411	Rise of the Asian Economies	9
70-311	Organizational Behavior	9
70-332	Business, Society and Ethics	9
70-342	Managing Across Cultures	9
70-371	Operations Management	9
70-381	Marketing I	9
70-430	International Management	9
94-408	Management Consulting	12
94-423	Measuring Social *	12
Management concentration breadth elective (select one course from any of the other three concentrations; must be 88xxx)		9
4. Law Concentration (minimum four total courses)		Units
Topics of Law (select one course)		9
88-281	Topics in Law: 1st Amendment	9
88-284	Topics of Law: The Bill of Rights	9
Law electives (select any two courses)		18
88-281	Topics in Law: 1st Amendment (if not used in required)	9
88-284	Topics of Law: The Bill of Rights (if not used in required)	9
66-221	Topics of Law: Introduction to Intellectual Property Law	9
66-226	Law and Literature	9
70-364	Business Law	9
73-408	Law and Economics	9
76-219	Law & Blame	9
76-450	Law, Culture, and the Humanities	9
76-475	Law, Performance, and Identity	9
79-302	Killer Robots? The Ethics, Law, and Politics of Drones and A.I. in War	9
79-360	Crime, Policing, and the Law: Historical and Contemporary Perspectives	9
80-447	Seminar in Global Justice	9
84-373	International Law	9
Law concentration breadth elective (select one course from any of the other three concentrations; must be 88xxx)		9

* other Heinz courses may also be approved. Please contact the P&M advisor for more information.

Policy and Management, B.S. Sample Curriculum

First-Year		Second-Year	
Fall	Spring	Fall	Spring
88-150 Managing Decisions or 88-255 in spring	88-255 Strategic Decision Making or 88-150 in fall	88-235 Negotiation: Strategies and Behavioral Insights or 88-234 in spring	88-221 Markets, Democracy, and Public Policy
36-200 Reasoning with Data	36-202 Methods for Statistics & Data Science	88-251 Empirical Research Methods	88-223 Decision Analysis
21-120 Differential and Integral Calculus (or 21-111, depending on placement)	73-102 Principles of Microeconomics	88-252 Causal Inference: from Data to Decisions or 88-275 in spring	88-234 Negotiation: International Focus or 88-235 in fall
Pick One (Grand Challenge Seminar, FYW, Disciplinary Perspectives: Humanities)	Pick One (Grand Challenge Seminar, FYW, Disciplinary Perspectives: Humanities)	Gen Ed or Elective	88-275 Bubbles: Data Science for Human Minds or 88-252 in fall
Gen Ed or Elective	Pick One (Grand Challenge Seminar, FYW, Disciplinary Perspectives: Humanities)	Gen Ed or Elective	Gen Ed or Elective

Third-Year		Fourth-Year	
Fall	Spring	Fall	Spring
Policy & Management concentration elective	Policy & Management concentration elective	88-452 Policy Analysis Senior Project or 88-451 in spring	88-451 Policy Analysis Senior Project or 88-452 in fall
Policy & Management concentration elective	Policy & Management concentration elective	Senior Honors Thesis or Elective	Senior Honors Thesis or Elective
Gen Ed	Elective	Complete remaining gen eds/electives	Complete remaining gen eds/electives
Elective	Elective	additional Policy & Management concentration electives	additional Policy & Management concentration electives
Elective	Elective	additional Policy & Management concentration electives	additional Policy & Management concentration electives
Students may consider the CMU Washington Semester Program or study abroad in this semester		Students may consider the CMU Washington Semester Program or study abroad in this semester	

This is presented as a recommended plan for completing major requirements. Students may declare their major as early as the third week of the spring semester in the first year. Students who are planning to attend the Washington Semester Program, to study abroad, to apply for the Heinz Accelerated Masters Program, or to pursue an additional major/minor may have a very different curriculum map and should consult early – and often – with the Policy and Management Academic Advisor.

Students are encouraged to consider the Washington Semester Program as part of their education. Suitable courses may be considered as fulfilling requirements of concentration electives in the major. Please discuss course selections with the Academic Advisor during the application phase to the program.

Additional Major

Students who elect Policy and Management as an additional major must fulfill all of the requirements of the Policy and Management major. For additional majors in Policy and Management, courses taken as concentration electives may not count toward the student's primary major or other program.

Students pursuing Behavioral Economics, Policy, and Organizations with an additional major in Policy and Management may only count 36-202, 73-102, and 88-251 (and 88-252, if taken in Empirical Core) toward the completion of both majors.

Students pursuing Decision Science with an additional major in Policy and Management may only count 36-202, 73-102, 88-223, and 88-251 toward the completion of both majors.

Additional majors cannot count menu electives toward simultaneously fulfilling more than one major or minor. Students who are interested in an additional major in Policy and Management should see the Academic Advisor of the Policy and Management program.