

Fall 2007

PSYCHOLOGY 751
PROGRAM PLANNING AND EVALUATION

Professor: Frank J. Smith
Office: 714A Poe Hall
Phone: 515-1723
Email: fjsmith@ncsu.edu
Office Hours: Tu&Th 3:00-4:00pm or by appointment

COURSE OBJECTIVES:

1. To understand the basic concepts and principles of program planning and evaluation at both the micro (e.g. firm, organizational) and macro (social program & policy) levels.
2. To develop skills in the techniques and methods of planning and evaluation with a focus on the human resource factor.
3. To prepare a proposal for research or project implementation demonstrating appropriate application of planning and evaluation concepts and methods.

COURSE REQUIREMENTS:

1. **Class participation:** The literature in this field is scattered through various books and journals. Class time will provide structure for synthesis of this material. Regular attendance and active participation in class are expected. Students will be assigned tasks for finding supplementary information and reporting to the class on selected topics.
2. **Planning & evaluation report:** Each student will participate in a project to develop a research or project proposal in an area of interest and with consultation and approval of the professor. Deliverables are scheduled as follows:

Sept. 26: Submit a 2-4 page pre-proposal. The preproposal should be prepared as a feasibility study, which scans for resources, risks and in the end judges whether the project is feasible. If not, then appropriate adjustments in the topic or approach need to be made quickly.

Oct. 17: Submit Part I of the planning and evaluation report (10-15 pages). Part I will define the problem, provide a concise historical perspective, and prepare a logical framework for the proposed program including: the goal, purpose, components, activities, inputs, project targets, project monitoring mechanisms, risks/assumptions. Part 1 will also include a literature review of relevant theoretical factors, methods, case studies and best practices. The intention of the literature review is to describe the knowledge base on which planning decisions (both strategic and tactical) can be made and defended. The relevant literature should help clarify which principles and methods which might have relative advantage.

Dec. 5: Final report and presentation. The final report will be an innovative and forward-looking project planning document that sets forth specific goals, formulates a feasible strategy, allocates resources, identifies constraints and risks, provides a design for monitoring and evaluation and demonstrates appropriate methods, resources and tools. The final planning report should be 20-30 pages long, with double spacing and 1" margins. Use APA style. Class presentations of reports should be 15 minutes and include the use of overheads and/or computer displays.

GRADING:

Class participation & assigned reports	= 30%
Preproposal	= 20%
Planning & evaluation report (part 1)	= 20%
Final report and presentation	= 30%

Policy on material turned in late: Due dates should be considered firm. Students with special needs or unusual circumstances should report to me in advance if they want special consideration with regard to deviation from scheduled due dates.

Email: This course will use the email accounts provided for each student by NCSU to communicate

about schedule changes or other class announcements. If you use an email address different from the one provided by NCSU, you should make arrangements to have your NCSU email automatically forwarded to your preferred address. You should check your email account frequently.

TENTATIVE SCHEDULE OF TOPICS AND READINGS (REVISED 8/21/07)

Aug. 22 Introduction to the course and the field of program planning and evaluation

Aug. 29 Goal Setting: Introduction and case studies

Smith, F.J. & Hester, R. T. (1982). Community goal setting. Chapters 1, Goals for Aurora, and Goals for Raleigh. [Available on E-Reserves of the NCSU Library Web Site]

Sept. 5 Goal Setting: Theory and techniques

Community goal setting. Chapters 2-3, [Available on E-Reserves of the NCSU Library Web Site]

Locke, E.A. (1984). Goal setting.

Henry Sanoff, (1978) KEEPS, from Designing with Community Participation.

Sept. 12 Logical Framework for Planning and Evaluation

Asian Development Bank (1993). The project framework

Sept. 19 Review of literature on strategic planning

Schnaars (1989). *Megamistakes*. Chs. 2 & 10.

K. Ohmae, 'Getting back to strategy', *Harvard Business Review*, November-December 1988, pp. 149-156.

K. Ohmae, 'Managing in a borderless world', *Harvard Business Review*, May-June 1989, pp. 152-161.

B. Henderson, 'The origin of strategy', *Harvard Business Review*, November-December 1989, pp. 139-143.

H.H. Hinterhuber and W. Popp, 'Are you a strategist or just a manager?' *Harvard Business Review*, January-February 1992, pp. 105-113.

G. Hamel and C.K. Prahalad, 'Strategy as stretch and leverage', *Harvard Business Review*, March-April 1993, pp. 75-84.

H. Mintzberg, "Rethinking strategic planning part I: pitfalls and fallacies," *Long Range Planning*, vol. 27, pp. 12-21, 1994.

M. Godet and F. Roubelat, "Creating the future: the use and misuse of scenarios," *Long Range Planning*, vol. 29, pp. 164-171, 1996.

W. S. Gilmore and J. C. Camillus, "Do your planning processes meet the reality test?," *Long Range Planning*, vol. 29, pp. 869-879, 1996.

J. C. Camillus, "Reinventing strategic planning," *Strategy & Leadership*, pp. 6-12, 1996.

H. Mintzberg, "The fall and rise of strategic planning," *Harvard Business Review*, pp. 107-114, 1994.

Mintzberg, H. (2003) *The strategy process: concepts, contexts, cases*. Prentice Hall, Upper Saddle River.

Mintzberg, H. (2004) *Managers, not MBAs: A hard look at the soft practice of managing and management development*. Berrett-Koehler Publishers, San Francisco.

Sept. 26 Introduction to MSeExcel for purposes of modeling and evaluation

Hoffman, S. (1986). Labor Market Econ. Chs. 6-7 [Available on E-Reserves of the NCSU Library Web Site]

Cost benefit analysis

Diffusion models

- Oct. 3 Introduction to MSProject 2000**
Scheduling & budgeting
Critical path
- Oct. 10 Decision Analysis**
Sadler, D.R. (1981). Intuitive data processing as a potential source of bias in naturalistic evaluations. Educational Evaluation and Policy Analysis.
Bazerman, Max (1990). Judgement under uncertainty. In Judgment in managerial decision-making. New York: Wiley.
Kahneman, D. & Tversky, A. (1979). Intuitive prediction: Biases and corrective procedures. In S. Makridakis & S.C. Wheelwright (Eds.), Forecasting, TIMS, Studies in Management Science, 12, 313-327.
Allaire, Yvan and Firsirotu, Mihaela E. (Spring, 1989). Coping with strategic uncertainty. Sloan Management Review, 7-16.
- Oct. 17 More measures and models for internal analysis, planning, and evaluation [Part I of report due]**
O'Sullivan & O'Sullivan (1998) Evaluation voices: promoting evaluation from within programs through collaboration. Evaluation and Program Planning. 21, 21-29.
Equity (Lorenz curve, Gini coefficient)
- Oct. 24 Research Planning**
B. C. Bryant, "The regional marine research program (RMRP): a new approach to marine research planning," *Coastal Management*, vol. 21, pp. 327-332, 1993.
C.-I. Chen and S. F. Bullington, "Development of a strategic research plan for an academic department through the use of quality function deployment," *Computers and industrial engineering*, vol. 25, pp. 49-52, 1993.
P.-J. Benghozi, "Managing innovation: from ad hoc to routine in French Telecom," *Organization Studies*, vol. 11, pp. 531-554, 1990.
J. F. Davidson, "The origin of insights in chemical engineering: planned and unplanned research," *Chemical engineering research and design*, vol. 74, pp. 281-300, 1996.
P. S. Nagpaul and V. S. R. Krishnaiah, "Dimensions of research planning: comparative study of research units in six countries," *Scientometrics*, vol. 14, pp. 383-410, 1988.
K. E. Charlton and M. Schmidt, "Structured, Holistic approach for research planning (SHARP)," *South African Medical Journal*, vol. 13, pp. S45-S48, 2000.
- Oct. 31 HRD and Organizational Change**
Human Resource Planning Society Roundtable (April 1982). Critical human resource issues of the 1980's. (Reprinted 1983 HRP, 63-67.)
Walker, James W. (1989). Human resource roles for the '90s, HRP, 12:1, 55-61.
Jamieson D. & J. O'Mara (1991) *Managing Workforce 2000: Gaining the diversity advantage*.
Weick, Karl E. & Quinn, Robert E. (1999) *Organizational change and development*. *Annual Review of Psychology*.
Schweiger, David M. & Weber, Yaakov (1989). Strategies for managing human resources during mergers and acquisitions: An empirical investigation. HRP, 12:2, 69-86.
Rosen, Benson & Jerdee, Thomas H. (1990). Middle and late career problems: Causes, consequences, and research needs. HRP, 13:1, 59-70.
- Nov. 7 Estimating Undergraduate Progress to Degree Using a Markov Model: A case study.**
- Nov. 14 Program Monitoring and Evaluation**
Chen, Huey-Tsyh & Peter H. Rossi (1983) Evaluating with sense: The theory-driven approach. *Evaluation Review*, 7,3,283-302.
Levin, H.M. (1988). Cost-effectiveness and educational policy. Educational Evaluation and Policy Analysis.

Nov. 21 Thanksgiving

Nov. 28 Consultations on Papers and Presentations

**Dec. 5 Student Presentations of Planning & Evaluation Reports
Written Planning & Evaluation Reports due**

Miscellaneous Sources:

Journals in D.H. Hill Library

Human Resource Planning

Evaluation Review

Journal of Applied Psychology

Educational Evaluation and Policy Analysis

New Directions for Evaluation

The American Journal of Evaluation

Other Sources:

Makridakis & Wheelwright (1989). *Forecasting Methods for Management*.

Dawes, R. (1988). *Rational Choice in an Uncertain World*

Internet Links:

www.capacity.org
