

MLD-304
Science of Behavior Change
Course Syllabus

(Updated: 8/30/2021)

DRAFT

INSTRUCTOR	Professor Todd Rogers <i>(he/him/his)</i>
TEACHING TEAM EMAIL	mld304.teachingteam@gmail.com
FACULTY ASSISTANT	Sarah Melendez Sarah_Melendez@hks.harvard.edu
CLASS MEETINGS	Monday and Wednesday Section A 10:30 AM – 11:45 (Starr) Section B 3:00 PM – 4:15 PM – (L140) SHOPPING: August 30, two sessions: 10:30-11:00 11:15-11:45
OFFICE HOURS	There will be two types of office hours. For general discussion about the material, the course, the field, and its applications there will be several open Friday discussions with Professor Rogers throughout the semester (see schedule). For scheduling to discuss a specific item please see link on Canvas to schedule an office hours slot.
EMAIL	mld304.teachingteam@gmail.com
PREREQUISITES	No advanced mathematical training is required for this course, although having taken an introductory probability/statistics course may be useful. Cross registrants welcome No auditors permitted, unfortunately
COURSE TEAM	Emma Starr (Teaching Fellow) Tessa Holtzman Hassaan Ebrahim Sandra Kügele To contact them email mld304.teachingteam@gmail.com

1. Overview

1.1 Background

Psychologists and economists have joined forces to study how people process information and actually make decisions, rather than how they would make decisions if they were fully rational and selfish. This research program (behavioral economics, judgment and decision making, or behavioral science) shows how decisions deviate from “optimal” and why it matters. We explore the nature, causes, implications and applications of these limitations. The course’s main focus is on how these tendencies can inform the design and development of welfare-enhancing interventions.

1.2 Objectives

The Science of Behavior Change (MLD 304) has one central objective: to improve students’ abilities to design policies and interventions that improve societal well-being. It accomplishes this by focusing on how to leverage insights about human decision making to develop interventions (“nudges”). We piece add to the toolbox that standard economics provides for influencing behavior (namely, incentives and information) with the insights from behavioral science.

There are three additional, though secondary, goals for this class. First, it will help you better understand the science of how humans make judgments and decisions. We will review research on human thinking from social psychology, cognitive psychology, political science, organizational behavior, decision science, and economics (including its subfield, behavioral economics).

Second, this course aims to improve the quality of your own judgments and decisions. People are poor intuitive statisticians, meaning that when they “just think” about situations for which some data or casual observations exist, they tend to make serious inferential errors, in turn leading to systematically biased decisions. We will study some errors that are particularly important for real world problems and look for easy-to-implement solutions.

Third, this course aims to increase your familiarity with randomized experiments so you can be a smarter consumer of claims that interventions cause certain outcomes. The class will be suffused with randomized experiments and we will repeatedly discuss how confident one can be that intervention X *causes* outcome Y.

Applications of the material covered in this course include policy design, healthcare, diversity and inclusion, energy, politics, education, finance, negotiation, risk management, human resource management, and organization of teams, among others.

1.3 Who Should Not Take This Class

- If you are seeking a quantitative course about decision making, you may not like this class.
- If you can’t stand psychology, you will not like this class.

- Though I encourage students considering this course to review this course for overlap with material from other courses, I also underscore that covering the same material from a different perspective and after some delay can lead to deeper understanding.

1.4 Instruction Format

There are two synchronous sessions per week. They will be used for a combination of lecture with substantial activities and polls, breakout group activities, full-session simulations, student presentations, group project work, and three guests who are leaders in how to apply behavioral insights to improve human welfare.

1.5 Cross Registration and Auditing

Unfortunately, this class does not permit auditors.

Cross registrants are warmly welcomed. Cross registrants come from across Harvard and from other nearby universities. HKS students have priority, and each year dozens of cross registrants are admitted. I encourage prospective cross-registering students to stick around through the last day I will be enrolling cross-registrants since spots often open up as natural course enrolment churn happens.

Cross-registration enrolment works in the following way:

- *Friday, September 3rd is first day students can submit cross-registration petitions*
- *Saturday, September 4th by 11:59pm I will admit Round 1 of cross registrants. I will make this decision principally through a random number generator in Excel. All applying students will be informed whether they are admitted in Round 1 or not.*

See end of syllabus for more detail.

1.6 Doctoral Students

If enough doctoral students enrol in the course, we will create parallel assignments for doctoral students. The expectation will be that doctoral students:

1. Attend all class sessions and do class readings and homework. The homework will be slightly tweaked to make them more research-question focused.
2. Take the midterm.
3. Meet together for 5 additional hours over the semester to discuss course content, including two 45-minute sessions with Professor Rogers.
4. Write individual research papers as final project.

1.7 Note about Fall 2021 In Person Learning

The teaching team and I have spent a lot of time improving the in-person course based on what we have learned from teaching it remotely in the past. We expect it to be the best version of this course we have ever taught. But since we will be incorporating a handful of new techniques, I will make mistakes. I aim to have a growth mindset about this: please provide feedback on how to improve the course as the semester goes on, both for this current semester and for future semesters.

2. Logistics

Students should plan to spend 8-10 hours per week on the course. This includes synchronous class time; assigned readings, podcasts and videos; homework and group projects; and studying.

2.1 Assigned readings, podcasts, and videos

Two books are required for class:

- (1) Thaler, R.H. & Sunstein, C.R. (2021). Nudge: The final edition. New York: Penguin Books.
- (2) Cialdini, R. B. (2009). Influence: Science and practice (5th edition). Boston: Pearson Education.*

Both are available for purchase at major online retailers. They are popular press books rather than textbooks.

Additional required readings are available in .pdf format from Canvas.

Additional podcasts and videos are available from Canvas.

** The 2021 version of Influence is acceptable too. It is substantially longer with more recent examples, but it covers the same core ideas.*

2.2 Grading

Final grades will be determined by aggregating performance on the following:

- | | |
|-------------------------|-------|
| (1) Midterm Exam | (25%) |
| (2) Homework | (35%) |
| (3) Participation | (5%) |
| (4) Final Group Project | (35%) |

Note that HKS asks that courses are graded on a [curve](#). I will generally aim to grade on that curve as well.

2.2.1 Midterm Exam (October 29, 2021)

The midterm will contain multiple choice questions and will take about an hour and fifteen minutes to complete. It will be taken asynchronously on Canvas. It will reflect class material through October 25. A sample midterm will be posted on Canvas in advance.

2.2.2 Homework

Five homework assignments will be due throughout the term. Homework should be an individual exercise, unless otherwise indicated. Homework is due by 12 noon EST on the day of class, unless otherwise noted.

Several homework assignments have the following structure: apply the material we've covered in class so far to develop an intervention of some sort; describe it concisely (e.g., <200 words); post on Canvas; comment on at least three of the homework interventions posted on Canvas by your classmates, focusing on making the intervention more effective.

2.2.3 Participation

5% of your course grade will come from your course participation. That includes your class participation and attendance. The default will be that all students will receive the full 5% in their grade. You may earn less than 5% if you: i) participate in class discussion fewer than 2 times over the semester; and/or ii) your presence in the class is disruptive to teaching and learning in the class; and/or iii) your comments to your classmates are consistently superficial, unhelpful, or unkind.

Students should come to class prepared to actively discuss the concepts in the readings and discussed in class. The goal is to make comments that significantly advance the class discussion, so quality is more important than quantity (but some quantity is necessary for quality to be judged). To contribute successfully to class discussion, attendance is, of course, necessary.

NOTE: Some people are uncomfortable with presenting viewpoints in a large group setting. However, contributing to discussions is an important part of your career development. If there is anything that may interfere with your ability to contribute on an ongoing basis, let's discuss it sooner rather than later. I am happy to work with you off-line to develop a strategy for deepening your comfort and performance in class participation. If you are not sure where to start, please talk to me and we will figure out a plan together.

2.2.4 Final Group Project

Design an Intervention to Solve a Public Policy Problem

Everyone will take part in a group project (3-4 people per group) that will involve applying an idea(s) from the first two-thirds of this course to a policy problem. Groups will develop a proposed behavioral intervention to solve a public policy, managerial, or social welfare problem with a particular client in mind and will develop an argument for why their proposal should be implemented by the client. For example, a problem of interest might be high rates of worker absenteeism in a specific government agency (federal, state, or local). A behavioral intervention to address the problem might involve mailings to workers emphasizing low absenteeism rates among their peers. Your group would put together a compelling proposal designed to convince management at the agency that they should implement your intervention, including details regarding how to deploy it. Groups must research their client setting in detail, define the problem to be addressed, describe their proposed intervention, and provide a brief review of past research that gave rise to the proposed intervention.

- INITIAL GROUP SELECTION (October 13): All members of a group must be in the same section. I encourage you to review the following resource for how to launch and work in effective teams:

<https://knet.hks.harvard.edu/team/sites/mld/teams/Pages/Design-and-Launch.aspx>

- PROPOSAL (November 8): Each group must submit a 1-page summary of its planned project. I will provide feedback on these project proposals. Prior to submitting this assignment each group should feel free to check in with me and/or the CAs to provide feedback on their potential project ideas and choose the best one to work on.

- VIDEOS (November 28): Each group will have recorded and submitted a short video (exact length tbd) before class.

- PAPERS (Due December 13): Each group must submit a 10-page, double-spaced paper (details will be provided as the semester advances).

2.3 Class Policies

Acknowledgement of Land and People: Harvard University is located on the traditional and ancestral land of the Massachusett, the original inhabitants of what is now known as Boston and Cambridge. We pay respect to the people of the Massachusett Tribe, past and present, and honor the land itself which remains sacred to the Massachusett People.

Recording Class: We aim to record all classes and post them to Canvas if we can get logistics sorted out. Full-session exercises will not be recorded.

No Computer Use During Class: Computers are not permitted to be used during class, unless otherwise instructed as part of the class. Videos and slides will be posted online after class. If you would like to request an accommodation, let the teaching team know.

Absences: When you are absent, the class can't benefit from your comments and insights on the material, and this will, of course, hurt your class participation grade. You will also not be able to participate in the active breakout sessions for group work. If you are absent, please let the teaching team know beforehand.

Late Assignments: Assignments are graded Check minus, Check, Check plus. Late assignments will result in a one level deduction per day. For example, a homework assignment that would otherwise earn a check plus if turned in one day late would earn a check.

Sections: Students are free to enroll in whichever of the two sections of MLD-304 work best for them. However, students cannot attend class in a different section than the one in which they are enrolled.

Late Arrivals: Please arrive on time so we can get the most out of our limited class time.

Email Correspondence: Please send all course emails to mld304.teachingteam@gmail.com. The course team monitors this address to make sure we provide timely responses. When

emailing, please email at least *24 hours* before you need an answer, if you want to set up a meeting, etc.

Religious Observance: If you cannot attend a particular class because of religious reasons, please alert me ahead of time so we can make alternate plans for learning the material.

Disability: Harvard Kennedy School is committed to the full inclusion of students with disabilities (learning, mental-health related, physical, chronic illness, temporary injury, etc.). The School provides accommodations and support to students with documented disabilities on an individual, case-by-case basis. If students have a disability, or think they may have a disability and would like to receive accommodations for their learning, they must disclose and provide medical documentation about their disability to Melissa Wojciechowski St. John. Melissa is the [Senior Director of Student Services](#)-- and serves as the local disability coordinator -- in the HKS Office of Student Services. She can talk to you about your needs and assist you in the process for requesting and implementing accommodations. Because accommodations may require early planning and generally are not provided retroactively, I recommend that you contact her as soon as possible.

HKS is committed to creating a learning environment that meets the needs of its diverse student body, and therefore I am committed to creating a course that is inclusive in its design. If you encounter barriers, please let me know immediately so we can determine if there is a design adjustment that can be made. I am happy to consider creative solutions as long as they do not compromise the intent of the assessment or learning activity. In addition, I welcome community feedback and collaboration to make the overall course more inclusive and accessible. While I cannot officially arrange for disability-related accommodations, you should always feel free to come to me with concerns, questions, or suggestions.

Academic Integrity and Professionalism: The HKS academic integrity policy also applies: Students must observe Kennedy School and Harvard University rules regarding the citation of sources. Any sentences or paragraphs taken verbatim from the writing of (or interviews with) any other person or persons, or from your own writing that has been published elsewhere, must be placed in quotation marks and their source must be clearly identified. Changing the wording of a sentence or passage slightly does not evade the requirement for citation. Indeed, whenever you are drawing an important argument or insight from someone else, even if you reword it into your own words, a reference to the source is required. Including material from others in the assignments without appropriate quotation marks and citations is regarded, as a matter of School and University policy, as a serious violation of academic and professional standards and can lead to a failing grade in the course, failure to graduate, and even expulsion from the University. For more on HKS academic integrity visit: <http://www.hks.harvard.edu/degrees/registrar/procedures/integrity>

3. Course Outline (draft)

Class #	Date	Class Content	Pre-Class Material	Due Noon on Day
	Aug 30/31 (time TBD)	Shopping!		
1	Wed, Sept 1	Introduction	Brooks (2011) Thaler (2011) Luca and Bazerman (2020)	
2	Fri, Sept 3	Standard Economic Models of Decision Making and Experiments	Becker (1976) Grady (2009) RCT video (2017)	
	Mon, Sept 6	NO CLASS: Labor Day		HW1 (survey)
3	Wed, Sept 8	Heuristics and Biases	Gladwell (2003)	
4	Mon, Sept 13	Prospect Theory 1	Thaler and Sunstein (2021)	
5	Wed, Sept 15	Prospect Theory 2	Choiceology podcast (2019)	
	Fri, Sept 17	BONUS (optional): Prospect Theory CA review session		
6	Mon, Sept 20	Fairness and Cooperation	(TBD) short Prospect Theory videos on canvas Read Amicus Brief Brafman and Brafman (2008)	HW2 Intervention due noon EST (int 1)
	Tues, Sept 21			HW 2 Comments due noon EST
7	Wed, Sept 22	Intertemporal Choice and Want/Should Conflict	Choiceology podcast (2018) Thaler and Sunstein (2021)	
8	Mon, Sept 27	Commitment Devices and Mental Accounting		HW3 Intervention due noon EST (int 2)
9	Wed, Sept 29	Exercise (CR)	Handout A and B Deliberate with group (and decide)	
	Fri, Oct 1			HW 3 Comments due noon EST
	Fri, Oct 1	BONUS (optional): Open discussion with Prof. Rogers (12:30pm EST)		
10	Mon, Oct 4	Bounded Awareness, Overconfidence	Mitchell (2014) Choiceology podcast (2018) Gladwell (2009)	
11	Wed, Oct 6	Cognitive Dissonance, Confirmation Bias and Escalation of Commitment	Tavris and Aronson (2007)	

	Mon, Oct 11	NO CLASS: Columbus Day (Federal and State)/Indigenous Peoples' Day		
12	Wed, Oct 13	Follow-Through	Rogers et al (2016)	Final project team list
13	Mon, Oct 18	Libertarian Paternalism and Choice Architecture	Thaler and Sunstein (2021)	
14	Wed, Oct 20	Behavior Change over Time	Thaler (2015) Frey and Rogers (2014)	HW4 (letter)
	Fri, Oct 22	BONUS (optional): CA Office Hours		
15	Mon, Oct 25	Midterm review		
16	Wed, Oct 27	Science of Communicating to Busy People	Start Influence	
	Fri, Oct 29	BONUS (optional): open discussion w/ Prof. Rogers (Noon EST)		Midterm Exam (by 11:59am EST)
17	Mon, Nov 1	Guest – Marc Laitin (social ventures studio)	Continue Influence Choiceology podcast (2018)	
18	Wed, Nov 3	Influence	Finish Influence	
19	Mon, Nov 8	Full-session exercise (Mturk I)		Final project proposal
20	Wed, Nov 10	Guest -- Iris Bohnet (behavioral DEI)	Bohnet (2016) Luca and Bazerman (2020)	
	Fri, Nov 12	BONUS (optional): Mechanical Turk and online survey session		
21	Mon, Nov 15	Final project group team session		
22	Wed, Nov 17	Full-session exercise (Mturk II)		
23	Mon, Nov 22	Guest - Piyush Tandia (behavioral design and consulting)		HW5 (et)
	Wed, Nov 24	NO CLASS: Thanksgiving recess		
24	Mon, Nov 29	Final project presentations		Video
25	Wed, Dec 1	Conclusion		Video viewing + survey (8 am EST)
	Mon, Dec 13			Final project

4. Reading Assignments

Where to Find Readings: (C) = Canvas and (B) = Book

WEDNESDAY, SEPTEMBER 1

CLASS 1: INTRODUCTION

(C) Brooks, D. (2011). "Who You Are," *The New York Times*, October 20, 2011.

(C) Video. Richard Thaler - Nudge: An Overview. (2011).

(B) Luca, M., & Bazerman, M. (2020). The Power of Experiments. MIT Press. *Chapter 3: The Rise of Experiments in Psychology and Economics*.

FRIDAY, SEPTEMBER 3

CLASS 2: STANDARD ECONOMIC MODELS OF DECISION MAKING AND EXPERIMENTS

(C) Becker, G. (1976). The Economic Approach to Human Behavior. Chicago: University of Chicago Press. *Introduction*.

(C) Grady, D. Studies Question Using Cement for Spine Injuries. *New York Times*, August 5, 2009.

(C) Video. Explaining Randomization in Clinical Trials. (2017).

LABOR DAY – NO CLASS MONDAY, SEPTEMBER 6

WEDNESDAY, SEPTEMBER 8

CLASS 3: HEURISTICS AND BIASES

(C) Gladwell, M. (2003). "Connecting the Dots: The Paradoxes of Intelligence Reform," *The New Yorker*, March 10, 2003.

MONDAY, SEPTEMBER 13

CLASS 4: PROSPECT THEORY I

(B) Thaler, R.H. & Sunstein, C.R. (2021). Nudge: The final edition. New York: Penguin Books. *Chapter 13: Organ Donations: The default solution illusion*.

WEDNESDAY, SEPTEMBER 15

CLASS 5: PROSPECT THEORY II

(C) Choiceology podcast. Milkman, K. (Host). (2019, October 21). Take the deal! With Guests Daniel Kahneman, Colin Camerer & Luis Green.

MONDAY, SEPTEMBER 20
CLASS 6: FAIRNESS AND COOPERATION

(C) TBD: Prospect Theory videos posted on canvas

(C) Amicus Brief, 2016, Expressions Hair Design v. Schneiderman, “Brief of Scholars of Behavioral Economics as *Amici Curiae* in Support of Petitioners”

(C) Brafman, O. & Brafman, R. (2008). Sway: The Irresistible Pull of Irrational Behavior. Broadway Books: New York, NY. *Chapter 6: In France, the Sun Revolves around the Earth.*

WEDNESDAY, SEPTEMBER 22
CLASS 7: INTERTEMPORAL CHOICE AND WANT/SHOULD CONFLICT

(C) Choiceology podcast. Milkman, K. L. (Host). (2018, November 12). The Temptation of Now: With Guests Richard Thaler & Angela Duckworth.

(B) Thaler, R.H. & Sunstein, C.R. (2021). Nudge: The final edition. New York: Penguin Books. *Chapter 14: Saving the planet.*

MONDAY, SEPTEMBER 27
CLASS 8: COMMITMENT DEVICES AND MENTAL ACCOUNTING

WEDNESDAY, SEPTEMBER 29
CLASS 9: EXERCISE (CR)

See Canvas.

MONDAY, OCTOBER 4
CLASS 10: BOUNDED AWARENESS, OVERCONFIDENCE, AND BOUNDED ETHICALITY

(C) Gladwell, M. (2009). Cocksure: Banks, Battles, and the Psychology of Overconfidence. *The New Yorker*. July 27, 2009.

(C) Choiceology podcast. Heath, D. (Host). (2018, February 12). It's Hard to be Humble.

(C) Mitchell, R. (2014). Gap or trap? Confidence backlash is the real problem for women. *The Conversation*. June 12, 2014.

WEDNESDAY, OCTOBER 6

CLASS 11: COGNITIVE DISSONANCE, CONFIRMATION BIAS AND ESCALATION OF COMMITMENT

(C) Tavis, C. and Aronson, E. (2007). Mistakes Were Made (but not by me): Why We Justify Foolish Beliefs, Bad Decisions, and Hurtful Acts. Harcourt Books: USA. *Introduction & Chapter 1*.

COLUMBUS DAY – NO CLASS MONDAY, OCTOBER 11

WEDNESDAY, OCTOBER 13
CLASS 12: FOLLOW-THROUGH

(C) Rogers, T., Milkman, K.L., John, L.K., & Norton, M.I. (2016). Making the Best Laid Plans Better: How Plan-Making Increases Follow-Through. Behavioral Science and Policy.

(C) Milkman, K.L. (2021). How to Change: The Science of Getting from Where You Are to Where You Want to Be. New York: Portfolio. *Chapter 4: Forgetfulness*.

MONDAY, OCTOBER 18

CLASS 13: LIBERTARIAN PATERNALISM AND CHOICE ARCHITECTURE

(B) Thaler, R.H. & Sunstein, C.R. (2021). Nudge: The final edition. New York: Penguin Books. *Introduction, Chapter 4: When Do We Need a Nudge?, Chapter 5: Choice Architecture, Chapter 8: #Sludge, & Chapter 15: Much Ado About Nudging*.

OPTIONAL: Thaler, R. H., & Sunstein, C. R. (2003). Libertarian paternalism. *American economic review*, 93(2), 175-179.

WEDNESDAY, OCTOBER 20

CLASS 14: BEHAVIOR CHANGE OVER TIME

(C) Frey, E., & Rogers, T. (2014). Persistence How Treatment Effects Persist After Interventions Stop. *Policy Insights from the Behavioral and Brain Sciences*, 1(1), 172-179.

MONDAY, OCTOBER 25

CLASS 15: MIDTERM REVIEW

WEDNESDAY, OCTOBER 27

CLASS 16: SCIENCE OF COMMUNICATING TO BUSY PEOPLE

(B) Cialdini, R. (2009). Influence: The Psychology of Persuasion. Harper Collins Publishing: New York, NY.

Start book

MONDAY, NOVEMBER 1
CLASS 17: GUEST - MARC LAITIN

(C) Choiceology podcast. Milkman, K. (Host). (2018, November 26). Everybody's Doing It: With Guests Tyler Hamilton & Todd Rogers.

(B) Cialdini, R. (2009). Influence: The Psychology of Persuasion. Harper Collins Publishing: New York, NY.

Continue reading book

WEDNESDAY, NOVEMBER 3
CLASS 18: INFLUENCE

(B) Cialdini, R. (2009). Influence: The Psychology of Persuasion. Harper Collins Publishing: New York, NY.

Finish book

MONDAY, NOVEMBER 8
CLASS 19: MTURK IN-CLASS ACTIVITY I

WEDNESDAY, NOVEMBER 10
*CLASS 20: GUEST - IRIS BOHNET
DIVERSITY AND INCLUSION*

(B) Bohnet, I. (2016). Evidence-Based Ideas to Increase Diversity, Equity, and Inclusion in the Workplace. *Chapter 5: Overcoming the Small-N Problem*

(B) Luca, M., & Bazerman, M. (2020). The Power of Experiments. MIT Press. *Chapter 5: #AirbnbWhileBlack*.

MONDAY, NOVEMBER 15
CLASS 21: FINAL PROJECT TEAM SESSION

WEDNESDAY, NOVEMBER 17
CLASS 22: MTURK IN-CLASS ACTIVITY II

MONDAY, NOVEMBER 22
CLASS 23: GUEST – PIYUSH TANTIA

(C) Thaler, R. (2015). The Power of Nudges, for Good and Bad. The New York Times, October 31, 2015.

NOTE: this reading is for HW 5, not necessarily for Piyush Tania

THANKSGIVING RECESS – NO CLASS WEDNESDAY, NOVEMBER 24

MONDAY, NOVEMBER 29
CLASS 24: FINAL PROJECT PRESENTATIONS

WEDNESDAY, DECEMBER 1
CLASS 25: CONCLUSION

5. Additional Reading on Selected Course Topics

Note that much of the material from these readings will be covered during class. These readings may be helpful if you would like a refresher on a given lecture topic. However, they are not required and are likely to be most useful after attending a lecture on a given topic rather than before.

EXPERIMENTS

Rogers, T. (2016). Low-Cost, High ROI Experiments in Organizations.

Luca, M., Bazerman, M.H. (2020). The Power of Experiments. MIT Press.

PROSPECT THEORY

Thaler, R.H. (1992). The Winner's Curse: Paradoxes and Anomalies of Economic Life. Princeton University Press: Princeton, NJ. *Chapter 6: The Endowment Effect, Loss Aversion, and Status Quo Bias.*

Camerer, Colin F. (2000). "Prospect Theory in the Wild: Evidence from the Field." In D. Kahneman and A. Tversky (eds.), Choices, Values, and Frames. Cambridge University Press: Cambridge, UK.

HEURISTICS AND BIASES

Bazerman, M.H. (2006). Judgement in Managerial Decision Making. John Wiley & Sons: USA. *Chapter 2: Common Biases (Pages 13-33, skip Q12).*

FAIRNESS AND COOPERATION

Kahneman, D., Knetsch J.L., and Thaler R. (1986) "Fairness as a Constraint on Profit Seeking: Entitlements in the Market," *The American Economic Review*, 76(4), p.728-741.

Thaler, R.H. (1992). The Winner's Curse: Paradoxes and Anomalies of Economic Life. Princeton University Press: Princeton, NJ. *Chapter 2: Cooperation.*

Tyler, T. R. (2006). Why people obey the law. Princeton University Press.

INTERTEMPORAL CHOICE AND WANT/SHOULD CONFLICT

Thaler, R.H. (1992). The Winner's Curse: Paradoxes and Anomalies of Economic Life. Princeton University Press: Princeton, NJ. *Chapter 8: Intertemporal Choice.*

Milkman, K.L., Rogers, T., & Bazerman, M.H. (2008). "Harnessing Our Inner Angels and Demons: What We Have Learned about *Want/Should* Conflicts and How that Knowledge Can Help Us Reduce Short-Sighted Decision Making," *Perspectives on Psychological Science*, Vol. 3, 324-338.

COMMITMENT DEVICES AND MENTAL ACCOUNTING

Thaler, R.H. & Sunstein, C.R. (2021). Nudge: The final edition. New York: Penguin Books. *Chapter 2: Resisting Temptation*

Rogers, T., Milkman, K. L., & Volpp, K. G. (2014). Commitment Devices: Using Initiatives to Change Behavior. *Journal of the American Medical Association (JAMA)*, 311(20), 2065-2066.

Bryan, G., Karlan, D., & Nelson, S. (2010). Commitment devices. *Annu. Rev. Econ.*, 2(1), 671-698.

FOLLOW THROUGH

Sunstein, C. R. (2014). Simpler: The future of government. Simon and Schuster.

Milkman, K.L. (2021). How to Change. Portfolio Penguin.

BOUNDED AWARENESS, OVERCONFIDENCE

Russo, E.J. & Shoemaker, P.J.H. (2002). Winning Decisions: Getting it Right the First Time. Doubleday: New York. *Pages 74-89*.

Bazerman, M., & Chugh, D. (2006). Decisions without Blinders, *Harvard Business Review*. January 2006.

Chugh, D., & Bazerman, M. H. (2007). Bounded awareness: What you fail to see can hurt you. *Mind & Society*, 6(1), 1-18.

Banaji, M., Bazerman, M., & Chugh, D. (2003). How (Un)Ethical Are You? *Harvard Business Review*, 81(12), 56-64.

Moore, D. (2020). Perfectly Confident. Harper Collins.

BEHAVIOR CHANGE OVER TIME

Rogers, T. & Frey, E. (2016). Changing Behavior Beyond the Here and Now. Blackwell Handbook of Judgment and Decision Making.

Sunstein, C. R. (2014). Why nudge?: the politics of libertarian paternalism. Yale University Press.

DIVERSITY AND INCLUSION

Bohnet, I. (2016). What works. Harvard University Press.

Chugh, D. (2018). The Person You Mean to Be. Harper Collins.

Chang, E. H., & Milkman, K. L. (2020). Improving decisions that affect gender equality in the workplace. *Organizational Dynamics*, 49(1), 100709.

SOCIAL NORMS

Thaler, R.H. & Sunstein, C.R. (2021). Nudge: The final edition. New York: Penguin Books.
Chapter 3: Following the Herd.

Gerber, A.S. & Rogers, T. (2009). Descriptive Social Norms and Motivation to Vote: Everyone's Voting and so Should You. *The Journal of Politics*, 71 (1): 1-14.

CONCLUSION

Rogers, T., Goldstein, N. J., & Fox, C. R. (2018). Social Mobilization. *Annual Review of Psychology*.

Tantia, P. (2017). The new science of designing for humans. *Stanford Social Innovation Review*, 15(2), 29-33.

Milkman, K.L., Chugh, D., & Bazerman, M. (2008). "How Can Decision Making Be Improved?" *Perspectives on Psychological Science*, 4(4): 379-383.

Soll, J.B., Milkman, K.L. , & Payne, J.W. (2015). "A User's Guide to Debiasing." In K. Gideon and G. Wu (eds.) Wiley-Blackwell Handbook of Judgment and Decision Making.

Shafir, E. (2012). The behavioral foundations of public policy. Princeton University Press.

Kahneman, D. (2011). Thinking, fast and slow. New York: Farrar, Straus and Giroux.

Cialdini, R. (2016). Pre-suasion: A revolutionary way to influence and persuade. Simon and Schuster.

Fall 2021 HKS Cross-Registration

You are welcome to cross-register into Harvard Kennedy School classes if you are a student at Harvard University, MIT, or the Fletcher School of Law and Diplomacy at Tufts University.

CROSS-REGISTRATION CALENDAR FALL 2021

Aug 30	Cross-registration begins for non-HKS students
Sept 3	Fall term cross-registration petitions for HKS degree credit deadline
Sept 3	Cross-registration approval for non-HKS students begins
Sept 10	Cross-registration deadline (<i>Full-term and Fall 1 courses</i>)

Here are the necessary steps you will need to take.

FOR HARVARD UNIVERSITY STUDENTS

Cross-register into HKS through [my.harvard](https://my.harvard.edu).

- Select “course search” to browse the course catalog
- Add the course(s) to your Crimson Cart
- Validate and submit your petition(s). You will submit a petition into an HKS course once the registration period has opened.
- Once approved by the HKS Office of the Registrar, you must enroll yourself in the course to appear on the class roster and receive credit

FOR MIT STUDENTS

Visit MIT's [Add/Drop application site](#) to submit your HKS cross-registration requests.

- Harvard instructors will receive notifications that you are interested in cross-registering into their courses
- Instructors approve or deny requests online
- Check the [MIT Add/Drop online application](#) for updates on an instructor's decision
- You are not officially registered in the class until the HKS Office of the Registrar has approved your petition. If approved, the HKS Office of the Registrar will enroll you.
- Your enrollment will be communicated back to MIT

FOR FLETCHER STUDENTS

Visit the [Harvard University Course Catalog](#) website.

- Click on "Account Registration" to register for a Harvard ID number using your official school e-mail address. You will need to do this for each term that you cross-register into HKS. Once you receive your Harvard ID number, claim your Harvard key at key.harvard.edu (please complete the registration form even if you already have a Harvard ID and Key. Once identity validation is complete, you will receive an email with your Harvard ID and instructions on how to claim your HarvardKey. You can then login to my.harvard to petition Harvard courses).
- Note that January Session is part of Spring Term
- Log in to courses.my.harvard.edu with your Harvard key
- Select and add your course(s) to your crimson cart
- Click on your crimson cart and select the course(s) to submit your petition enrollment request(s)
- Your petition will be reviewed by the instructor once the cross-registration period has begun
- Once your petition is processed, you will receive an e-mail to confirm whether you have been registered. If HKS confirms your enrollment, you should attend and participate in the class even if it does not yet appear on your home school record.

Auditing

MLD-304 does not allow auditors.

JOINTLY LISTED COURSES HOSTED AT HKS

If you are enrolled in the Harvard school where the course is listed, you will already have access to the course page. If you are a student at MIT or the Fletcher School of Law and Diplomacy at Tufts University, however, you will be enrolled in the course through cross-registration—either with HKS or the other school—and will have access as an enrolled student.

This information and more can be found here:

<https://www.hks.harvard.edu/educational-programs/courses/cross-registration-auditing>

Academic Calendar for 2021-2022 can be found here:

<https://www.hks.harvard.edu/educational-programs/academic-calendars-policies/academic-calendar-2021-2022>