
PUBP 501: Policy and Organizational Analysis Spring 2007

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Course Objective and Activities

What are the skills necessary for the analysis of policy and organizations? How does one go about acquiring such skills? Obtaining answers to these questions will form the core of this course. Analysis of policies and organizations requires a multiplicity of skills and the students in this course will be exposed to a significant selection of those skills at a basic level. The course will discuss a selection of analytic techniques used for the study of policy and organizations and involve the students in many hands-on activities that should prepare them for future professional activities.

Case studies will be undertaken on (I). The Geo-spatial Analysis of Government Socio-Economic Performance, (II). The Benefits and Costs of Free Trade, and (III). Development of policy options for the possible deployment of military and civilian personnel in response to a complex and on-going societal emergency in Africa.

Students are expected to use the Internet to access materials needed to undertake these case studies. The Geo-spatial case study will involve access to and use of a GIS program produced and maintained at the University of Queensland in Australia. (Incidentally, that GIS project is being led by Professor Stimson, who is also a Visiting Professor at the School of Public Policy at GMU.) Other case studies will necessitate the critical review and analysis of materials obtained from the Internet and other sources.

The active involvement of students in discussions, policy analyses, and case study preparation and presentation, as well as each of the seminar activities is expected. Participation in the course should provide the foundation needed for understanding the nature of policy-making and undertaking policy and organizational analysis. Access to the Internet with Microsoft Explorer™ is essential. Access to Microsoft Excel would be an advantage. Students will undertake very simple illustrative statistical calculations and access to a simple (\$10-15 range) pocket calculator could really facilitate those activities.

Books and Other Course Materials

- Best, Joel, 2001. *Damned Lies and Statistics: Untangling Numbers from the Media, Politics, and Activists*. Berkeley: University of California Press. Referred to as “B” below.

- Lester, James P. and Joseph Stewart, Jr. 2000. *Public Policy An Evolutionary Approach* Belmont, Second Edition, California: Wadsworth. Referred to as “L&S.” The book describes major features of the public policy process and contains several illustrative case studies.
- Koosis, Donald J., 1997. *Statistics: A Self-teaching Guide*. New York, New York: Wiley. Referred to as “K.” The book provides a ‘low-pain’ method for learning about statistics. It also provides information on the use of Excel™ to access selected statistical routines that might be of interest to the students.
- *The Economist Guide to Economic Indicators: Making Sense of Economics*. New York: John Wiley. Referred to as “E.”
- Ammons, David N., 2002. *Tools for Decision Making*, Washington, D.C.: C Q Press. Referred to as “A.”
- Shyy, Tung-Kai, Robert J. Stimson, and Alan Murray, 2003. An Internet GIS and Spatial Model to Benchmark Local Government Socio-Economic Policy. *Australasian Journal of Regional Studies*, Vol. 9, No. 1, pp. 29-45. Data and the GIS program can be accessed at the following address: <http://www.uq.edu.au/cr-surf/qldlga.htm>. Students are encouraged to access and use this electronic resource before coming to the appropriate class. This research paper will be on file in the Arlington Library. Referred to as “S, S, & M.”
- Haynes, K.E. and M. Dinc, 1997. Productivity change in Manufacturing Regions: a multifactor/shift-share approach. *Growth and Change* 28 (Spring) pp. 201-221. This research paper will be on file in the Arlington Library. This paper contains some of the theoretical bases for the work undertaken by Shyy et al (2003). Referred to as “H&D.”

Additional course reading materials may be provided by the instructor during the course.

Students are encouraged to use the Internet to access materials that can be used to support their case studies and other course-related activities.

Schedule of Seminars and Related Activities

1. SEMINAR 1: INTRODUCTION TO PUBP 501

OBJECTIVES: To discuss the nature, content, and expectations of the course. To begin the study of public policy; to develop an understanding of the problems associated with the collection and use of social statistics.

2. PUBLIC POLICY: AN EVOLUTIONARY APPROACH (LESTER AND STEWART) *The Nature of Public Policy* (Chapter 1): What do we mean by Public Policy and Policy Analysis? What is the Policy Cycle? Types of Public Policies; Characteristics of the American Political System. *Utilizing Policy Analysis* (Chapter 14): Using Policy

Analysis; Defining Knowledge Utilization: Previous Research; Summary Observations and Implications for Future Research.

3. DAMMED LIES AND STATISTICS: UNTANGLING NUMBERS FROM THE MEDIA, POLITICS, AND ACTIVISTS (BEST) *The Importance of Social Statistics* (Chapter 1): The rise of social statistics; creating social problems; the public as an innumerate audience; organizational practices and official statistics; thinking about statistics as social products *Soft Facts sources of bad statistics* (Chapter 2) Guessing; defining; measuring; sampling; *Mutant Statistic methods for mangling numbers* (Chapter 3). Generalization: elementary forms of error; transformation: changing the meaning of statistics; compound errors: creating chains of bad statistics; the roots of mutant statistics.
- WEB REFERENCES: TBD

4. SEMINAR 2: THE EVOLUTION OF PUBLIC POLICY AND POLICY STUDIES, STAT WARS, AND BASIC STATISTICAL SKILLS

OBJECTIVES: To understand the nature of policy studies and how the subject is evolving; to develop a further understanding of the problems associated with the collection and use of social statistics and to begin to learn the basic statistical skills associated with policy-making.

5. PUBLIC POLICY: AN EVOLUTIONARY APPROACH (LESTER AND STEWART) *The Evolution of Public Policy and Policy Studies* (Chapter 2): The Evolution of American Public Policy; The Evolution of Policy Studies; The Policy Cycle: Evolution of our Understanding;
6. DAMMED LIES AND STATISTICS: UNTANGLING NUMBERS FROM THE MEDIA, POLITICS, AND ACTIVISTS (BEST) *Apples and Oranges: Inappropriate Comparisons* (Chapter 4): Comparisons over time; comparisons among places; comparisons among groups; comparisons among social problems; the logic of comparison. *Stat Wars Conflicts over Social Statistics* (Chapter 5): Debating a particular number: Did one million men march? Debating data collection: how should the census count people? Statistics and contentious issues; claiming statistical authority; interpreting Stat Wars. *Thinking About Social Statistics: The critical approach* (Chapter. 6): The naïve; the cynical; the critical; confronting the inevitable.
7. STATISTICS (KOOSIS) *Basic Skills* (Chapter 1): How to construct a frequency-distribution graph; Frequency distributions with spreadsheets; Describing frequency distributions; Measures of central tendency; Central tendency with spreadsheet programs; Measures of variability; Variability with spreadsheet programs, self-test.
8. WEB REFERENCES: TBD

3. SEMINAR 3: APPROACHES TO POLICY ANALYSES, ECONOMIC INDICATORS, POPULATIONS AND SAMPLES

OBJECTIVES: To understand approaches to policy analysis and the ways that policy analysis can be supported by the formation and use of economic indicators as well as by the development and use of basic statistical methods.

9. PUBLIC POLICY: AN EVOLUTIONARY APPROACH (LESTER AND STEWART) *Approaches to Policy Analysis* (Chapter 3): Specific Approaches to Policy Analysis; On becoming a better Policy Scientist.
 - THE ECONOMIST GUIDE TO ECONOMIC INDICATORS *Interpreting Economic Indicators* (Chapter 1): The nature of economic indicators; regional, national, and international groups; indicators, sources of information; interpreting indicators.
10. STATISTICS (KOOSIS) *Populations and Samples* (Chapter 2): Populations and Samples; Sampling distributions; The Binomial Probability Distribution; Binomial Probabilities with spreadsheet programs; The Normal Distribution; Normal Probabilities with spreadsheet programs; Self-test.
 - WEB REFERENCES: TBD

4. SEMINAR 4: MODELS AND PUBLIC POLICY STUDIES, AGENDA SETTING; ESTIMATING; ESSENTIAL MECHANICS AND MEASURING ECONOMIC ACTIVITY

OBJECTIVES: To understand the nature and role of models used for public policy studies; the nature of some of the processes involved in statistical estimation, and the nature and role of economic indicators and methods for measuring economic growth.

- PUBLIC POLICY: AN EVOLUTIONARY APPROACH (LESTER AND STEWART) *Models and Public Policy Studies* (Chapter 4): Models; Typologies; Where do we go from here? *Agenda Setting* (Chapter 5): The Nature of policy problems; Types of agendas; Types of issues; Evolution of the literature on the agenda-setting process; who sets agendas? Case studies; the problem of non-decisions.
- STATISTICS (KOOSIS) *Estimating* (Chapter 3): Estimation; Spreadsheet formulas for estimates of variability; Confidence Intervals for μ (mean value of a population); Confidence intervals with Microsoft Excel™; Confidence Intervals for μ when σ (standard deviation of a population) is unknown; Large Sample Confidence intervals for P (population); Self-test.
- THE ECONOMIST GUIDE TO ECONOMIC INDICATORS *Essential Mechanics* (Chapter 2): Volume, Value, and Price; Index numbers (composite indices and weighting, base weighting, current weighting); Measuring changes (calculating percentages, basis

points); Common traps (units and changes, up and back); Growth rates (arithmetic for growth rates), moving averages, seasonal factors. *Measuring Economic Activity* (Chapter 3): Gross domestic and national products, net national product (GDP, GNP, and NNP); Omissions (deliberate omissions, surveys and samples, unrecorded transactions); Output, Expenditure, and Income; Prices (market prices and factor cost, current and constant prices); Putting it in Context (population and purchasing power); Reliability.

- WEB REFERENCES: TBD

5. SEMINAR 5: MID TERM EXAM

- THE MID TERM EXAM: The Mid Term Exam will constitute 20% of the grade for the course.

Students are required not to discuss the Mid Term Exam with students in other sections of PUBP 501.

6. SEMINAR 6: POLICY FORMULATION AND IMPLEMENTATION; GROWTH TRENDS AND CYCLES, POPULATION EMPLOYMENT AND UNEMPLOYMENT

OBJECTIVES: To understand the processes involved in the formulation of policies and the subsequent implementation of those policies. To study how knowledge of the trends and cycles of economic growth as well as information on population size and employment and unemployment levels can impact public policy-related activities.

- PUBLIC POLICY: AN EVOLUTIONARY APPROACH (LESTER AND STEWART) *Policy Formulation* (Chapter 6): The Nature of Policy Solutions; Actors in Policy Formulation; explaining Policy Formulation; Case Study; The evolution of our understanding of Policy Formulation. *Policy Implementation* (Chapter 7): The concept of Policy Implementation; the evolution of Policy Implementation research; Where are we now? The current status of Policy Implementation Research; Where are we going? Toward a Third Generation of Research; Case Study.
- THE ECONOMIST GUIDE TO ECONOMIC INDICATORS *Growth: Trends and Cycles* (Chapter 4): Trends and cycles; sources of growth; inflation and volumes; Nominal GDP (interpretation); GDP per head; Real GDP; the inflation/output trade-off; World cycles (industrial economies, developing countries); GDP Output; GDP: Expenditure; Productivity; Cyclical or Leading Indicators (peak, trough, recession, causes, cyclical patterns in economic indicators, the cyclical indicators. *Population, Employment, and Unemployment* (Chapter 5): Population, Labor or Workforce (changes in workforce, population, migration); Employment (data collection, basic analysis, interpretation); Unemployment and Vacancies (total unemployment, unemployment rate, the natural rate, the cycle, longer term trends).

- TOOLS FOR DECISION MAKING (Ammons). *The Role of Analysis in Local Government* (Chapter 1). Analytic Heritage; Interaction with Program Officials and Employees; Presentation of Findings; the role of Analysis. Appendix: a Sample of Analytic Techniques. *Demand Analysis* (Chapter 3). *Program Evaluation Review Technique (PERT)/Critical Path Method (CPM)* (Chapter 4). Planning and Coordinating a New Program; PERT and CPM; Planning the Management development Program; Utility of Program Charts
- WEB REFERENCES: TBD

7. SEMINAR 7 CASE STUDY I: GEOGRAPHICAL INFORMATION SYSTEMS FOR POLICY- AND DECISION-MAKING; POLICY EVALUATION; FISCAL INDICATORS; AND CONSUMERS

OBJECTIVES: To use an on-line Graphical Information System to explore policy options based on the consideration of fiscal indicators and consumer preferences to evaluate business and/or government-related investment policies.

- AUSTRALIAN GIS POLICY- AND DECISION-MAKING SUPPORT ENVIRONMENT: Access to and knowledge of the information contained at the following address prior to coming to class will be a great advantage: <http://www.uq.edu.au/cr-surf/qldlga.htm>.
- PUBLIC POLICY: AN EVOLUTIONARY APPROACH (LESTER AND STEWART) *Policy Evaluation* (Chapter 8): The concept of Policy Evaluation; Case Study; Some Obstacles to Utilization of Evaluation Research.
- THE ECONOMIST GUIDE TO ECONOMIC INDICATORS *Fiscal Indicators* (Chapter 6): Levels of government; Public Expenditure (the cycle, classification, current expenditure, capital spending, patterns, targets, prices); Government Revenues (The cycle and automatic stabilizer, progressive or regressive, direct or indirect, monthly figures); Budget Balance, Deficit, Surplus (PSBR, PSDR) (balanced budgets, budget deficits, budget surpluses, the cycle and automatic stabilizer, borrowing requirement, savings, monthly figures and targets); National debt, government or public debt. *Consumers* (Chapter 7): Personal and Disposable Income (International comparisons, sources of income); Consumer and Personal Expenditure, Private Consumption; Personal and Household Savings, Savings Ratio; Copnsumer Confidence.
- WEB REFERENCES: Please access the following reference: <http://cr-surf-ims.sbs.uq.edu.au/qldlga2001.htm>
- GIS-RELATED TERM PAPER: Students are required to write a Term Paper on their study and use of the Australian GIS-related facility. The GIS-related Term Paper will constitute 10% of the Grade for the course.

8. SEMINAR 8: POLICY CHANGES, EDUCATIONAL POLICY, INVESTMENT AND SAVINGS, INDUSTRY AND COMMERCE

OBJECTIVES: To study the causes and effects associated with policy changes and policy termination with a focus on educational policy. To examine investment and savings activities as well as the nature of industrial and commercial activities.

- PUBLIC POLICY: AN EVOLUTIONARY APPROACH (LESTER AND STEWART) *Policy Change and Termination* (Chapter 9): The concept of Policy Change; Case Study; The Concept of Policy Termination. *Educational Policy* (Chapter 10): Education in America; The Locus of Educational Policy-making; Other Actors in Educational Policy-Making; Approaches to Educational Policy; The Evolution of Educational Policy; Evaluating Educational Reforms; Educational Policy in the Future.
- THE ECONOMIST GUIDE TO ECONOMIC INDICATORS *Investment and Savings* (Chapter 8): The Circular Flow of Incomes; Fixed Investment and Gross Domestic Fixed Capital Formation (GDFCF); Investment Intentions; Stocks (Inventories); National Savings, Savings Ratio. *Industry and Commerce* (Chapter 9): Business Conditions, Indices, and Surveys; Industrial and Manufacturing Production; Capacity and Utilization; Manufacturing Orders; Motor Vehicles; Construction Orders and Output; Housing Starts, Completions, and Sales; Wholesale Sales or Turnover, Orders and Stocks; Retail Sales or Turnover, Orders and Stocks.
- WEB REFERENCES: TBD
- **SEMINAR 9: FREE TRADE AGREEMENTS, WELFARE, AND THE GLOBAL TRADING ENVIRONMENT**

OBJECTIVES: To study welfare policy in America and to examine balance of payments, exchange rates, money and financial markets, and free trade agreements as a prelude to undertaking research projects on free trade agreements.

- PUBLIC POLICY: AN EVOLUTIONARY APPROACH (LESTER AND STEWART) *Welfare Policy* (Chapter 11): Poverty in America; Alternative perspectives on Welfare Policy; Intergovernmental Roles in Welfare Policy; The Evolution of Welfare Policy; Evaluating the Impact of Welfare Programs; Welfare Policy in the Next Millennium.
- THE ECONOMIST GUIDE TO ECONOMIC INDICATORS *The Balance of Payments* (*Economist* Chapter 10): Accounting Conventions (Balances, balancing items, deficits and surpluses, published figures; Imports of Goods and Services; Export of Goods and Services; Trade Balance, Merchandise Trade Balance; Current Account Balance; Capital Account Flows; Official Reserves; External Debt, Net Foreign Assets. *Exchange Rates* (Chapter 11): Nominal Exchange Rates; Special Drawing Rights; EMU, Ecu, ERM, and Euro; Effective Exchange Rates; Real Exchange Rates, Competitiveness; Terms of Trade. *Money and Financial Markets* (*Economist* Chapter 12): Money Supply, Money Stock, M0, ... M5. Liquidity; (money defined, velocity

of circulation, deposit creation and monetary growth, reserve assets, monetary control, alternative indicators of monetary growth, monetary targets); Bank Lending, Advances, Credit, Copnsumer Credit (personal and consumer credit, borrowing by companies); Central Bank Discount, Lombard, International Rates (intervention rate, discount rate); Interest Rates, Short-Term and Money-Market Rates (maturity, credit risk); London Interbank Offered Rate (LIBOR) and equivalent variants; Bond Yields; Yield Curves, Gaps, and Ratios (yield curve, yield differential, yield gap or reverse yield gap, yield ratio); Real Interest Rates and Yields; Share Prices and Yields.

- FREE TRADE AGREEMENTS *Web References*: TBD

10. SEMINAR 10: CASE STUDY II: FREE TRADE AGREEMENTS

OBJECTIVES: To focus course knowledge-development activities to undertake research-group policy analyses on specific free trade agreements (such as the North American Free Trade Agreement (NAFTA)) and to provide briefings and policy recommendations on the results of those studies to the whole class.

- RESEARCH GROUP REPORTS: The students in the class will be divided into four research groups. Each research group will be required to undertake research into an existing or planned Free Trade Agreement (FTA) and provide a briefing to the whole class on their research that must include policy recommendations concerning the FTA based on the policy analysis undertaken by the Group. Each student must submit an **independent** research paper on the FTA and related policy recommendations selected by the student's research group. The first independent research paper will constitute 20% of the final grade for the course.

11. SEMINAR 11: POLICIES FOR PEACE OPERATIONS

OBJECTIVES: To study the nature of selected peace operations and related activities as a prelude to undertaking, reporting on, and making policy recommendations with respect to the current situation in the Sudan and near-by countries in Africa.

- Peace Operations Policy Program References/Readings.
- WEB REFERENCES TBD

12. SEMINAR 12: CASE STUDY III: ASSIGNMENT AFRICA: PEACE ENFORCEMENT, PEACE KEEPING, HUMANITARIAN ASSISTANCE, AND DISASTER RELIEF

OBJECTIVES: To focus course knowledge-development activities to undertake research-group policy analyses on the situation in the Sudan and surrounding regions of Africa and to provide briefings and policy recommendations on the results of those studies to the whole class

- **RESEARCH GROUP REPORTS:** The students in the class will be divided into four research groups. Each research group will be required to undertake research into the situation in Darfur, Sudan and/or neighboring regions of Africa and provide a briefing to the whole class on their research that must include policy analyses and recommendations for future US actions in the area of interest. Each student must submit an **independent** research paper on the situation in the selected region of Africa and the policy recommendations for US actions selected by the student's research group. The second independent research paper will constitute 20% of the final grade for the course.

13. SEMINAR 13: CRIME POLICY, ENVIRONMENTAL POLICY, AND PRICES AND WAGES

OBJECTIVES: To study the nature of criminal activities and the use of policy-based policies to address the problems caused by such activities; to examine the nature and effectiveness of environmental policies; and to consider the role of prices and wages in determining public and private policies. To review key aspects of the course.

- **PUBLIC POLICY: AN EVOLUTIONARY APPROACH (LESTER AND STEWART)** *Crime Policy* (Chapter 12): What is Crime? Intergovernmental Roles in Crime Policy; Alternative Perspectives on Crime; A brief History of Crime; Evaluating Criminal Justice Policy; The Future of Criminal Justice Policy. *Environmental Policy* (Chapter 13): Evolution of Environmental Politics and Policy; The Future of Environmental Politics and Policy.
- **THE ECONOMIST GUIDE TO ECONOMIC INDICATORS** *Prices and Wages* (Chapter 13): Price Indicators (composition of price indices, transmission of inflationary pressures, selected indicators); Gold Price (gold as an indicator of inflation); Oil prices, World Oil Market; Commodity-Price Indices (price instability, demand and supply, index composition); Export and Import Prices, Unit Values; Producer and wholesale Prices; Surveys of Price Expectations; Wages, Earnings, and Labor Costs; Consumer or Retail Prices; Consumer or Private Expenditure Deflators; GDP Deflators.
- **TOOLS FOR DECISION MAKING (Ammons).** *The Time Value of Money* (Chapter 13). Present Value Calculations; The Utility of Opportunity cost Analysis. *Identifying the full costs of a Program* (Chapter 14): Determining Full Costs; Worksheets; The Utility of Full Cost Identification. *Cost-Effectiveness Analysis* (Chapter 16): Cost-Benefit and Cost-Effectiveness Analysis. Life-Cycle Costing (Chapter 17): When to Apply the Technique of Life-Cycle Costing. *Smoothing Data Trends by Using Floating Averages* (Chapter 19): Floating Averages.
- **WEB REFERENCES:** TBD:
- **REVIEW AND DISCUSSION OF PUBP 501:** Key aspects of the course will be reviewed at the end of the course.

14. SEMINAR 14: FINAL EXAM

- THE FINAL EXAM: The Final Exam will constitute 30% of the grade for the course.

Schedule of Deliverable Items and Allocation of Grade Percentages

1. Mid Term Exam: 20 % of Total Grade 3 out of 4 essay questions and simple statistical calculations.
2. Final Exam: 30 % of Total Grade 4 out of 5 essay questions.
3. Case Study I: 10 % of Total Grade Title: *Use of Geo-spatial Data for Planning and Performance Analysis*. Students are required to submit a hard copy of their reports and an electronic copy by e-mail to the instructor (aerw@gmu.edu).
4. Case Study II Report: 20 % of Total Grade Title: *Analysis of the Benefits and Costs of Free Trade* (suggested length 10 pages). Students are required to submit a hard copy of their reports and an electronic copy by e-mail to the instructor (aerw@gmu.edu).
5. Case Study III Report: 20 % of Total Grade Title: *Assignment Africa: Analysis of the case for the provision of aid and other support in response to complex societal emergencies* (suggested length 10 pages). Students are required to submit a hard copy of their reports and an electronic copy by e-mail to the instructor (aerw@gmu.edu).

All students must write separate papers for the Case Study Reports. The names and possible contributions of all members in the case study groups must be identified on each individual paper.

Case Study Activities

Students are required to use the Internet to access and utilize the University of Queensland GIS model at: <http://www.uq.edu.au/cr-surf/qldlga.htm>. Other information about that model is contained in S, S, & A. Each student is required to write an **independent term paper** (suggested length 10 pages plus bibliography) on the *Use of Geo-spatial Data for Planning and Performance Analysis*. That Case Study paper could information generated from use of the University of Queensland GIS model and access to other materials, with appropriate reference, of course. The term paper should also include an annotated bibliography of the major materials used in its preparation.

Case Study Group Activities

Case studies on *The Analysis of the Benefits and Costs of Free Trade* and *Assignment Africa* will be undertaken during the course. The students in the course will be divided into small groups to undertake these studies. Each group will be responsible for organizing the collection and critical analysis of data and information from text and Internet sources in the topic areas.

Each group will be required to make a presentation to the whole class and the instructor with the use of view-graph or Powerpoint™ methods. Each student is required to write **an independent case study paper** (suggested length 10 pages plus bibliography) based on the study group activity, acknowledging the contributions of their case study colleagues where appropriate for each of the studies.

Copies of the viewgraphs/Powerpoint™ slides should be attached to the case study individual student case study papers from each group. Performance on the group presentation in class will influence the grade assigned to the study papers prepared by each participant in each of the study groups. The case study papers should also include an annotated bibliography of the major materials used in their preparation.

All Papers are Due on the Specified Due Date

Papers are due on the due dates to be specified. Exceptions will be made for medical and personal emergencies. Other past-due papers will be graded upon receipt and the grade reduced by 10 % per day. It is better to turn in a paper late than to accept a zero on the paper!

Plagiarism and Academic Honesty

Students are required to obey the standard norms of academic integrity at George Mason University. All work should be their own, and should be appropriately cited. Materials produced by others (even other students in the course) and used in written reports or case study presentations, should be appropriately cited as well. Any violations of these norms will result in the award of a zero for the assignment in question, at a minimum. Other penalties are also possible.