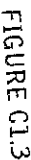


Fatalities



OPEC oil embargo.

branches show the events which are occurring or that already have occurred.

CASE 1.4 THE ARGUMENT MAP—PROSTRUCTURING IN NATIONAL DEFENSE TRANSPORTATION POLICY

The role of causal arguments in transforming policy-relevant information into policy claims may be illustrated by Allison's well-known study of foreign policy decision making during the Cuban missile crisis of October 1962.⁵³ Showing how different explanatory models yield different conclusions, Allison argues that government policy analysts think about problems of foreign policy in terms of implicit conceptual models that shape their thought; most analysts explain the behavior of governments in terms of a model that assumes the rationality of political choices (*rational actor model*); alternative models, including those that emphasize organizational processes (*organizational process model*) and bureaucratic politics (*bureaucratic politics model*), provide a basis for improved explanations.

In 1962, the policy alternatives open to the United States ranged from no action and diplomatic pressure to secret negotiations, invasion, surgical air strikes, and blockade. Among the several claims made at the time of the Cuban missile crisis, let us consider the policy actually adopted by the United States: "The United States should blockade Cuba." In this case, the policy-relevant information (I) is "The Soviet Union is placing offensive missiles in Cuba." The warrant states that "the blockade will force the withdrawal of missiles by showing the Russians that the United States is determined to use force." In providing reasons to accept the warrant, the backing (B) supports the warrant by stating that "an increase in the cost of an alternative reduces the likelihood of that alternative being chosen."⁵⁴ The backing (B) represents a general theoretical

proposition, or law, within
After the objection (O) has
the warrant, the qualifier (C)
to doubtful.

Allison's account shows competing explanations ca thinking. The use of multip moves the analysis from a argument (Figure C1.4.1) complex, contested, and dy This change occurs because been raised about the war claim. The objection states fail to convince their naval established organizational for this objection is: "The t organizations shows that r organizational behavior ter at time $t+2$ differs little fro The blockade will not work objection is again a general within the organizational p known as the disjointed inci change.

Simple uncontested material is the 55 mph speed limit are the arguments about the C1 (Figures C1.4.1a and C1.4.1b) show that the simple argument is critical thinking. By contrast, the arguments about the C1 (Figures C1.4.2a and C1.4.2b) are contested material meant by critical thinking.

³³ Graham T. Allison, "Conceptual Models and the Cuban Missile Crisis," *American Political Science Review* 3002, no. 3 (1969): 689-718.

2

CLAIM
A policy claim is the conclusion of a policy argument. There are four types of claims: definitional, designative, evaluative, and advocative. Arguments may include subordinate claims and arguments.

INFORMATION
Policy-relevant information provides the grounds for supporting a policy claim. Policy-relevant information may be statistical findings, expert testimony, common sense, or political judgments. The information begins with the words "Given that ..."

WARRANT
A warrant is a reason to support a claim. Warrants may be economic theories, ethical principles, political ideas, religious authority, and so forth. Warrants begin with the word "Because..."

QUALIFIER
A qualifier expresses the degree of confidence in a claim. Qualifiers may be stated statistically ($p = 0.01$) or in everyday language ("probably" or "not at all"). Qualifiers answer the question "Is the claim approximately true?"

OBJECTION
An objection challenges information by identifying special conditions or exceptions that reduce confidence in the information. Objections begin with the word "But..."

BACKING
A backing is a reason to support the warrant. Backings begin with the word "Since..."

OBJECTION
An objection challenges a warrant or backing by identifying special conditions or exceptions that reduce confidence in the warrant or backing. Objections begin with "But..."

The qualifier may change as a result of objections and rebuttals. A second qualifier may replace the first.

REBUTTAL

A rebuttal is an objection to an objection. Rebuttals challenge objections by identifying special conditions or exceptions that reduce confidence in the objection. Rebuttals begin with the word "However..."

Types of Knowledge Claims

A knowledge claim or contention is the conclusion of types of knowledge claims: definitive, designative, evaluative, and advocative.

■ **Definitive.** If a claim asserts that a policy has a particular effect, the claim is definitive. Look for words such as *is*, *is not*, *is or is not*, *what it is like* or *not like*, or whether it belongs to a category rather than another. One type of definitive claim is in terms of "war," "contagion," "epidemic," and "quarantine." Look for words that describe observed or observable events, or if observations are used to infer causes, *originated*, *linked*, *caused*, *effected*, *consequence*, *predicted*, or "The evil empire (or axis of evil) is the problem." Claims relevant to appraising descriptions are not questions of fact; they are ethical behavior, conservatism, and liberalism included in interview schedules.⁵

■ **Evaluative.** If a claim asserts that some aspect of a policy has value or worth, it is evaluative. Look for words such as *wrong*, *beneficial*, *costly*, *efficient*, *responsive*, *equitable*, *expected*, "The policy will bring about a living wage, that is expected," "The program is less expensive," "The policy will build a healthy economy." Some refer to states or conditions (e.g., a just society) and some to processes (e.g., a fair trial). Evaluative claims rest on warrants that simultaneously involve facts and values.

■ **Advocative.** If a claim asserts that a government or division should take action, the claim is advocative. Look for words such as *should*, *must*. Examples: "The World Bank should terminate its adjustment program," "Congress should pass the Equal Rights Amendment," "The United States should sign the Kyoto Treaty," "Auto manufacturers should produce more fuel efficient vehicles." Advocative claims are useful in representing complex arguments.

Policy Maps

Policy maps are useful in representing complex arguments. They show the relationships between claims, information, and values.