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Week 5 Assignment 2 Submission

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CAREER

Assignment 2: Stakeholder Analysis

Due Week 5 and worth 150 points

MEDIA

Write a five to six (5-6) page paper in which you:

(Note: Refer to Review Question 8 located at the end of Chapter 3 for criteria 1-3. Select two (2) editorials / essays / columns (by staff or freelance writers) on a current issue of public policy from two (2) different publications (large metropolitan or national newspaper such as *Washington Post* or the *New York Times* or national magazines such as *Newsweek*, *Time*, and *The New Republic*.)

1. Apply the procedures for argumentation analysis (located in Chapter 8) to display contending positions and underlying assumptions for the content of Review Question 8.
2. Rate the assumptions and plot them according to their plausibility and importance. (Refer to Figure 3.16, "Distribution of warrant by plausibility and importance.")
3. Determine which arguments are the most plausible. Provide a rationale for your views.

(Note: Refer to Demonstration Exercise 1 located at the end of Chapter 3 for criteria 4-6. Examine Box 3.0 – Conducting a Stakeholder Analysis. Choose one of the following policy issues in the U.S. gun control, illegal drugs, medical insurance fraud, and environmental protection of waterways, job creation, affordable health care, or Medicare.)

4. Apply the procedures for stakeholder analysis presented in Box 3.0 "Conducting a Stakeholder Analysis" to generate a list of at least five to ten (5-10) stakeholders who affect or are affected by problems in the issue area chosen for analysis. (Note: Refer to page 111 of the textbook for a step-by-step process on stakeholder analysis.)
5. After creating a cumulative frequency distribution from the list, discuss new ideas generated by each stakeholder. (Note: The ideas may be objectives, alternatives, outcomes causes, etc.; ideas should not be duplicates.)
6. Write an analysis of the results of the frequency distribution that answers the following questions: (a) Does the line graph flatten out? (b) If so, after how many stakeholders? (c) What conclusions can be drawn about the policy problems in the issue area? (Note: Compare your work with Case Study 3.1 at the end of the chapter.)
7. Include at least two (2) peer-reviewed references (no more than five [5] years old) from material outside the textbook to support your views. Note: Appropriate peer-reviewed references include scholarly articles and governmental Websites. Do not use open source Websites such as Wikipedia, Sparknotes.com, Ask.com, and similar Websites are not acceptable resources.

Your assignment must follow these formatting requirements:

- Be typed, double spaced, using Times New Roman font (size 12), with one-inch margins on all sides; citations and references must follow APA or school-specific format. Check with your professor for any additional instructions.
- Include a cover page containing the title of the assignment, the student's name, the professor's name, the course title, and the date. The cover page and the reference page are not included in the required assignment page length.

The specific course learning outcomes associated with this assignment are:

- Examine the nature, characteristics, models, and / or methods pertinent to the structuring of policy problems.
- Use technology and information resources to research issues in policy analysis and program evaluation.
- Write clearly and concisely about policy analysis and program evaluation using proper writing mechanics.

HELP

Click [here](#) to view the grading rubric for this assignment.

H. W. J. Rittel, "Dilemmas in a General Theory of Planning," *Policy Sciences* 4, no. 2 (1973): 155-69.)

Department of Unillucac-

University of Illinois ecologists found that how certain harmful field mice spread to their native regions into areas where they never before been found. They are highly new, limited-access, cross-country routes which turn out to be easy escape and

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Edward J. Moody . . . argues persuasively that worship of Satan has the effect of normalizing abnormal people. Thus, to "keep secret" from ordinary people their satanic power and existence, such persons are urged to behave as straight as possible. The effect, of course, is more effective social relations—the goal for which Satan's name has been invoked in the first place! (P. E. Hammond, "Review of Religious Movements in Contemporary America," *Science*, May 2, 1975, p. 442).

DEMONSTRATION EXERCISE

On the vertical axis, place the number of stakeholders on the horizontal axis. Place stakeholders on the horizontal axis, numbering them from 1 to 10. On the vertical axis, place the number of ideas generated by each stakeholder (the ideas can be objectives, alter-

Demonstration Exercise 1.09

7. Construct a scenario on the state of one of the following problem situations in the year 2030:

8. Select two editorials on a current issue of public policy from two newspapers (e.g., *New York Times*, *Washington Post*, *The Economist*, *Le Monde*) or news magazine (e.g., *Newsweek*, *The New Republic*, *National Review*). After reading the editorial:

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What are the key differences in data collection, represented by the process of group interviewing and content analysis?

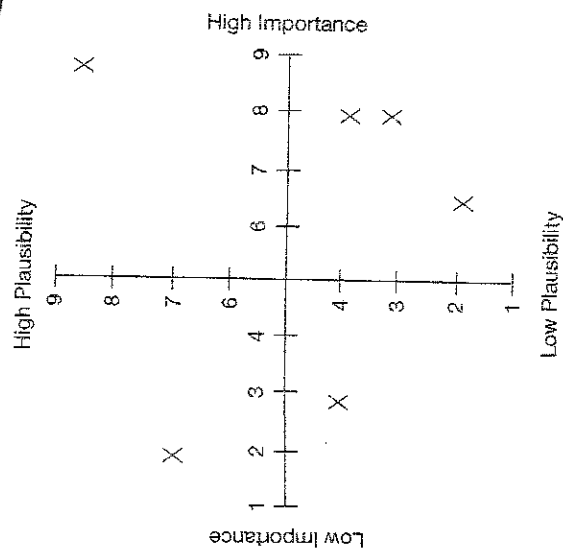


FIGURE 3.16
Distribution of warrant by
plausibility and importance

WARRANT: The opportunity costs of driving time are less for younger drivers, who earn less income. Younger drivers therefore may drive slower and take fewer risks.

be discussed and perhaps resolved. The typical situation, however, is one in which the analyst must identify a range of stakeholders on the basis of telephone interviews, documents, and websites containing the stakeholders' arguments and assumptions. Judgments are then made about the plausibility and importance that stakeholders attach to a warrant, backing, objection, or rebuttal. For example, a review of documents on the 55 mph speed limit indicates that the stakeholder rating the warrant as highly plausible ($P = 9$) is an economist, whereas the stakeholder who ranks the warrant as having low plausibility ($P = 2$) is an ethnographer who specializes in the culture of young drivers and bases his or her analyses on interviews with young drivers, parents, and law enforcement personnel.⁷⁸

s of problem structuring. One of the most important challenges facing policy analysis is the likelihood of a type III error: the wrong problem.

, "Dilemmas in a General Theory of Policy Sciences 4, no. 2 (1973): 305-25.

ured problems that follow are illustrations published in the *Journal of Policy Analysis and Management* (now the *Journal of Policy Analysis*) under the title of Unintended Consequences.

ousand years, Egyptian agriculture depended on the fertilizing sediment of the flood of the Nile. No longer, however, because of expensive modern technology. To grow the age-old lot of the papyrus, the fields must be artificially fertilized. In the *New York Times* (September 26, 1976), reports that the silt is now deposited in the Lake Nasser. Much of the dam's electricity is used to supply enormous quantities of electricity to new fertilizer plants by the construction of the dam.

Illinois ecologists can explain the harmful field mice spread from the mountains into areas where they had never been found. They are using the new, cross-country highways to be easy escape routes with no rights-of-way, run into towns every few miles and effectively control the mice. The Illinois group found that the state highways ran through the same type of mouse was limited by. But in six years of super-thin-inch-long creatures have moved south through the center of the state. Ecologists are concerned lest the mice eat the crops that loves to chew on trees, shrubs, and in central and southern

counties where apple orchards abound (*Wall Street Journal*, December 1, 1977).

Edward J. Moody ... argues persuasively that the worship of Satan has the effect of normalizing abnormal people. Thus, to "keep secret" from ordinary people their satanic power and existence, such persons are urged to behave as straight as possible. The effect, of course, is more effective social relations—the goal for which Satan's name has been invoked in the first place! (P. E. Hammond, "Review of Religious Movements in Contemporary America," *Science*, May 2, 1975, p. 442).

Residents of San Francisco's North Beach areas must now pay \$10 for the privilege of parking in their own neighborhood. A residential parking plan was recently implemented to prevent commuters from using the area as a daytime parking lot. But according to a story in the *San Francisco Bay Guardian* (March 14, 1978), the plan has in no way improved the residential parking situation. Numbers of commuters from outlying districts of the city have simply been changing their car registrations to North Beach addresses. A North

Beach resident—now \$10 poorer—still spends a lot of time driving around the block.

Choose one of these problems and write a short essay on how classification analysis, hierarchy analysis, and synectics might be used to structure this problem.

7. Construct a scenario on the state of one of the following problem situations in the year 2030:
 - Availability of public mass transit
 - Arms control and national security
 - Crime prevention and public safety
 - Quality of public education
 - State of the world's ecological system
8. Select two editorials on a current issue of public policy from two newspapers (e.g., *New York Times*, *Washington Post*, *The Economist*, *Le Monde*) or news magazine (e.g., *Newsweek*, *The New Republic*, *National Review*). After reading the editorial:
 - a. Use the procedures for argumentation analysis (Chapter 8) to display contending positions and underlying assumptions.
 - b. Rate the assumptions and plot them according to their plausibility and importance (Figure 3.16).
 - c. Which arguments are the most plausible?

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DEMONSTRATION EXERCISE

1. Choose a policy issue area such as crime control, national security, environmental protection, or economic development. Use the procedures for stakeholder analysis presented in Procedural Guide 3 to generate a list of stakeholders who affect or are affected by problems in the issue area you have chosen for analysis.
 - After generating the list, create a cumulative frequency distribution. Place stakeholders on the horizontal axis, numbering them from 1 to n. On the vertical axis, place the number of new (nonduplicate) ideas generated by each stakeholder (the ideas can be objectives, alternatives, outcomes, causes, etc.). Connect the total new ideas of each stakeholder with a line graph.
 - Does the line graph flatten out?
 - If so, after how many stakeholders?

- What conclusions can you draw about the policy problem(s) in the issue area? Compare your work with Case Study 3.1 at the end of the chapter.
2. After reading Case 3.1, write an essay in which you compare and contrast the process of boundary analysis and estimation in mining and transportation. In your comparison, address these questions:
 - What are the key differences in data collection, represented by the process of group interviewing and content analysis?
 - Why do the cumulative frequency graphs flatten out the way they do?
 - Evaluate the statement: "Boundary analysis is a reliable way to estimate the 'universe of problem formulations' in a given policy issue area."

BOX 3.0—CONDUCTING A STAKEHOLDER ANALYSIS

Definition

A stakeholder is a person who speaks for or represents a group that is affected by or affects a policy. Stakeholders include the president of a legislative assembly or parliament, a chairperson of a legislative committee, or an executive director of a group such as the National Rifle Association, the Sierra Club, or Human Rights Watch. Policy analysts and their employers are stakeholders, as are clients who commission a policy analysis. Persons or groups who do not have a stake in a policy (e.g., an uninvolved college professor) are not stakeholders.

Assumptions

Stakeholders are best identified by policy issue area: A policy issue area is a domain in which stakeholders disagree or quarrel about policies. Housing, welfare, education, and international security are policy issue areas.

Stakeholders have specific names and titles—for example, State Senator Xanadi; Mr. Young, chairperson of the House Finance Committee; or Ms. Ziegler, a spokesperson for the National Organization of Women (NOW).

A sociometric or "snowball" sample such as that described next is an effective way to estimate the "population" of stakeholders.

STEP 1: Using Google or a reference book such as *The Encyclopedia of Associations*, identify and list about ten stakeholders who have taken a public position on a policy. Make the initial list as heterogeneous as possible by sampling opponents as well as supporters.

STEP 2: For each stakeholder, obtain a policy document (e.g., a report, news article, e-mail, or telephone

interview) that describes the position of each stakeholder.

STEP 3: Beginning with the first statement of the first stakeholder, list other stakeholders mentioned as opponents or proponents of the policy.

STEP 4: For each remaining statement, list the new stakeholders mentioned. Do not repeat.

STEP 5: Draw a graph that displays statements 1, 2, . . . *n* on the horizontal axis. On the vertical axis, display the cumulative frequency of new stakeholders mentioned in the statements. The graph will gradually flatten out, with no new stakeholders mentioned. If this does not occur before reaching the last stakeholder on the initial list, repeat steps 2 to 4. Add to the graph the new statements and the new stakeholders.

STEP 6: Add to the estimate stakeholders who should be included because of their formal positions (organization charts show such positions) or because they are involved in one or more policy-making activities: agenda setting, policy formulation, policy adoption, policy implementation, policy evaluation, and policy adaptation, succession or termination.

Retain the full list for further analysis. You now have an estimate of the "population" of key stakeholders who are affected by and affect the policy, along with a description of their positions on an issue. This is a good basis for structuring the problem. ■

#4 Case 3.1

Under these conditions, standard methods of decision theory (e.g., risk-benefit analysis), applied economics (e.g., benefit-cost analysis), and political science (e.g., policy implementation analysis) are of

Public policies are deliberate attempts to change complex systems. The process of making and implementing policies occurs in social systems in which many contingencies lie beyond the control of policy makers. It is these unmanageable contingencies that are usually responsible for the success and failure of policies in achieving their objectives. The contingencies are rival hypotheses that can challenge claims that a policy (the presumed cause) produced one or more policy outcomes (the presumed effects). In such cases, it is usually desirable to test, and when possible eliminate, these rival hypotheses through a process of *eliminative induction*. Eliminative induction takes this general form: "Repeated observations of policy *x* and outcome *y* confirm that *x* is causally relevant to the occurrence of *y*. However, additional observations of *x*, *z*, and *y* confirm that unmanageable contingency *z* and not policy *x* is responsible for the

A more appropriate boundary analysis and problems involving a large number of rival hypotheses. Boundary analysis is useful for rival hypotheses in the policy arena. In addition to the policy analysis, it includes scientists, policy analysts, and citizen groups. The aim is to obtain a relatively complete picture of a given policy context. A boundary analysis strives to be comprehensive, but it is a hopeless task of identifying all rival hypotheses. Although a boundary analysis is never complete, it is the probable limit of this task.

A boundary analysis was prepared by thirty-eight

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#4 Case 3.1

Case 3.1 | 113

RISK IN

By contrast, *enumerative induction* has the general form: "Repeated observations of policy x are causally relevant to the policy outcome y ." Enumerative induction permits a critical analysis of contingencies that are beyond the control of policy makers. Because the number of contingencies is potentially unlimited, the task of identifying and testing rival explanations is never complete. Yet, precisely for this reason, it is impossible to identify and test an infinite number of potential rival hypotheses. How is this to be done? The answer is creativity and imagination. But creativity and imagination are impossible to teach, and there are no rules governing the replication of creative or imaginative solutions. Another answer is to appeal to well-established theories. However, theories in the social sciences are often untested and controversial. "Well-established" theories are typically "well-defended" theories, and rival hypotheses are rarely considered seriously, let alone tested. A more appropriate alternative is the use of boundary analysis and estimation to structure the task of identifying and testing rival hypotheses. Boundary analysis and estimation look for rival hypotheses in the naturally occurring policy context that take place among stakeholders. In the policy context, these stakeholders include policy analysts, scientists, policy makers, and organized groups. The aim of boundary estimation is to identify a relatively complete set of rival hypotheses in the policy context. Although boundary estimation is not comprehensive, it does not attempt the task of identifying and testing *all* plausible rival hypotheses. Although the range of rival hypotheses is never complete, it is possible to estimate a reasonable limit of this range.

The Impact of National Maximum Speed Limit

Boundary analysis was conducted with documents prepared by thirty-eight state officials responsible

for reporting on the effects of the original 55 mph and later 65 mph speed limits in their states. As expected, there were sharp disagreements among many of the thirty-eight stakeholders. For example, some states were tenaciously committed to the hypothesis that speed limits are causally related to fatalities (e.g., Pennsylvania and New Jersey). Others were just as firmly opposed (e.g., Illinois, Washington, Idaho). Of direct importance to boundary estimation is that 718 plausible rival hypotheses were used by thirty-eight stakeholders to affirm or dispute the effectiveness of the 55 mph speed limit in saving lives. Of this total, 109 hypotheses were unique, in that they did not duplicate hypotheses advanced by any other stakeholder.

Here, it is important to note that from the standpoint of communications theory and language, the information content of a hypothesis is inversely related to its relative frequency or probability of occurrence. Hypotheses that are mentioned more frequently—those on which there is greater consensus—have less probative value than rarely mentioned hypotheses, because highly probable or predictable hypotheses do not challenge accepted knowledge claims.

The rival hypotheses were analyzed according to the cumulative frequency of *unique* (nonduplicate) causal hypotheses. As Figure C3.1 shows, the cumulative frequency curve of unique rival hypotheses flattens out after the twenty-second stakeholder. Although the *total* number of rival hypotheses continues to increase without *apparent* limit, the boundary of *unique* rival hypotheses is reached within a small and affordable number of observations. This indicates that a satisfactory definition of the problem has probably been achieved. Indeed, of the 109 unique rival hypotheses, several variables related to the state of the economy—unemployment, the international price of oil, industrial production—explain the rise and fall of traffic fatalities better than average highway speeds and the 55 mph speed limit.

(continued)