



Lahore University of Management Sciences

MGMT 261 – Introduction to Policy Analysis Summer 2024

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TA Office Hours	
Course URL (if any)	
Support Services	LUMS offers a range of academic and other services to support students. These are mentioned below, and you are encouraged to use these in addition to in-class assistance from course staff. For a complete list of campus support services available for you click here (https://advising.lums.edu.pk/#supportservices)

Course Basics				
Credit Hours	3			
Lecture(s)	Nbr of Lec(s) Per Week	4	Duration	90 minutes
Recitation/Lab (per week)	Nbr of Lec(s) Per Week		Duration	
Tutorial (per week)	Nbr of Lec(s) Per Week		Duration	

Course Distribution	
Core	
Elective	
Open for Student Category	Sophomores, Juniors and Seniors
Close for Student Category	

COURSE DESCRIPTION
<p>This course is designed to introduce students to the interdisciplinary field of public policy. By necessity the course is a survey of topics about policymaking and analysis, including: the policymaking process, power in public policy, official and unofficial actors in the policy process, and the dominant theories of policy analysis. The course will also explore the transnational policy actors that have a growing influence on local public policy and will describe the ways in which the policy space has been increasingly privatized.</p> <p>Throughout the course, theoretical readings will be supplemented with case studies relevant to the Pakistani context. In addition to developing an understanding of the central concepts, definitions and debates in public policy, students will work on a policy paper to address any current public policy issue. The course will also require students to produce a professional-quality policy brief. The course is designed to enable students to learn the theory and praxis of policy analysis.</p>

COURSE PREREQUISITE(S)
<ul style="list-style-type: none">• None

COURSE OBJECTIVES
<ul style="list-style-type: none">• Provide students with a solid grounding in the literature, debates and language of this interdisciplinary field.• Help students develop a nuanced understanding of why public policy is a contested space by introducing them to the competing and complementary agendas of different policy stakeholders in local and transnational policy spaces.• Encourage critical thinking and problem solving through the application of theory to the local context and by working in teams on a policy project.• Improve students' communication skills through writing and oral presentations designed to develop expertise in a specific policy area of students' choice.

UNDERGRADUATE PROGRAM LEARNING GOALS & OBJECTIVES



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General Learning Goals & Objectives

- **Goal 1 –Effective Written and Oral Communication**

Objective: Students will demonstrate effective writing and oral communication skills

- **Goal 2 –Ethical Understanding and Reasoning**

Objective: Students will demonstrate that they are able to identify and address ethical issues in an organizational context.

- **Goal 3 – Analytical Thinking and Problem Solving Skills**

Objective: Students will demonstrate that they are able to identify key problems and generate viable solutions.

- **Goal 4 – Application of Information Technology**

Objective: Students will demonstrate that they are able to use current technologies in business and management context.

- **Goal 5 – Teamwork in Diverse and Multicultural Environments**

Objective: Students will demonstrate that they are able to work effectively in diverse environments.

- **Goal 6 – Understanding Organizational Ecosystems**

Objective: Students will demonstrate that they have an understanding of Economic, Political, Regulatory, Legal, Technological, and Social environment of organizations.

Major Specific Learning Goals & Objectives

- **Goal 7 (a) – Program Specific Knowledge and Understanding**

Objective: Students will demonstrate knowledge of key business disciplines and how they interact including application to real world situations.

- **Goal 7 (b) – Understanding the “science” behind the decision-making process (for MGS Majors)**

Objective: Students will demonstrate ability to analyze a business problem, design and apply appropriate decision-support tools, interpret results and make meaningful recommendations to support the decision-maker

PROGRAM LEARNING GOALS AND OBJECTIVES	COURSE LEARNING OBJECTIVES	COURSE ASSESSMENT ITEM
Goal 1 –Effective Written and Oral Communication	4) Improve students’ communication skills through a written assignment that involves writing a professional quality policy brief and oral presentations, all of which will lead to the development of expertise in a specific policy area of their choice.	Written assignments/quizzes and project presentation.
Goal 2 –Ethical Understanding and Reasoning	2) Help students develop a nuanced understanding of why public policy is a contested space by introducing them to the competing and complementary agendas of different policy stakeholders in local and transnational policy spaces.	Class participation, written and oral assignments/quizzes.
Goal 3 – Analytical Thinking and Problem Solving Skills	3) Encourage critical thinking and problem solving through independent policy projects and application to the local context.	Class participation, written and oral assignments/quizzes including the policy project.
Goal 4 – Application of Information Technology		
Goal 5 – Teamwork in Diverse and Multicultural Environments	Yes since: <ul style="list-style-type: none"> • Instructor will guide students’ work in teams and independently. • The course will survey policy literature from multiple fields and regions and apply it to the Pakistani context. 	Team project and presentation. Class participation and assignments/quizzes.
Goal 6 – Understanding Organizational Ecosystems	1) Provide students with a solid grounding in the literature, debates and language of this interdisciplinary field. 2) Help students develop a nuanced understanding of why public policy is a	Class participation, written and oral assignments/quizzes.



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	contested space by introducing them to the competing and complementary agendas of different policy stakeholders.	
Goal 7 (a) – Program Specific Knowledge and Understanding	Yes, all course learning objectives will apply here.	Class participation, written and oral assignments/quizzes including the policy project.
Goal 7 (b) – Understanding the “science” behind the decision-making process		

Learning Outcomes	
<ul style="list-style-type: none"> • Provide students with a solid grounding in the literature, debates, and language of this interdisciplinary field. • Help students develop a nuanced understanding of why public policy is a contested space by introducing them to the competing and complementary agendas of different policy stakeholders in local and transnational policy spaces. • Encourage critical thinking and problem solving through the application of theory to the local context and by working in teams on a policy project. • Improve students’ communication skills through writing and oral presentations designed to develop expertise in a specific policy area of students’ choice. 	
Grading Breakup and Policy	
<p>Quiz(s): 25% [total 5. N-1 policy applies] Class Participation: 10% Project: 30% Policy Paper (Analytical Research Paper on topics related to public sector policy & key socio-economic issues) Final Examination: 35%</p> <p><u>Class meetings and Resources</u></p> <ul style="list-style-type: none"> • We will have 4 sessions every week • You will come to the session prepared with the week’s readings. • All readings and presentations will be uploaded on LMS. • You will email the instructor to schedule a meeting two days in advance, during the assigned office hours given above, or at another mutually agreed time. <p><u>Quizzes</u></p> <ul style="list-style-type: none"> • Five announced quizzes will be administered during the semester. • The quizzes will be a combination of subjective and objective type questions. <p><u>Attendance/Class Participation</u></p> <ul style="list-style-type: none"> • SDSB Undergraduate Attendance Policy will be applicable and will supersede any existing policy already mentioned in the outline. <p><u>Policy Paper</u></p> <ul style="list-style-type: none"> • You will be assigned a specific topic and will be required to submit a professional quality policy brief/memo. Identify a specific policy area or issue in the Pakistani context. Get in touch with the instructor via email and through meetings to discuss your topic and analysis plan. A detailed memo on the structure, content, delivery and deadlines for the project will be handed out in class. Only secondary research required. • Presentations if scheduled will be delivered in the last week of classes. <p>SUBMISSION DEADLINE: June 25, 2024 (You will receive your topics in 1st Week of June)</p> <p><u>Final Exam</u></p> <ul style="list-style-type: none"> • The final will be a mix of subjective questions and case-based questions. 	

Examination Detail



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Midterm Exam	Yes/No: No Combine Separate: Duration:
Final Exam	Yes/No: Yes Combine Separate: Duration: 1 Hour 30 Minutes Exam Specifications: Tentative Date: 12 th July, 2024

Campus supports & Key university policies

Campus Supports

Students are strongly encouraged to meet course instructors and TA's during office hours for assistance in course-content, understand the course's expectations from enrolled students, etc. Beyond the course, students are also encouraged to use a variety of other resources. (Instructors are also encouraged to refer students to these resources when needed.) These resources include Counseling and Psychological Services/CAPS (for mental health), LUMS Medical Center/LMC (for physical health), Office of Accessibility & Inclusion/ OAI (for long-term disabilities), advising staff dedicated to supporting and guiding students in each school, online resources (<https://advising.lums.edu.pk/advising-resources>), etc. To view all support services, their specific role as well as contact information click here (<https://advising.lums.edu.pk/#supportservices>).

Academic Honesty/Plagiarism

LUMS has zero tolerance for academic dishonesty. Students are responsible for upholding academic integrity. If unsure, refer to the student handbook and consult with instructors/teaching assistants. To check for plagiarism before essay submission, use similarity@lums.edu.pk. Consult the following resources: 1) Academic and Intellectual Integrity (<http://surl.li/gpvwb>), and 2) Understanding and Avoiding Plagiarism (<http://surl.li/gpvwo>).

LUMS Academic Accommodations/ Petitions policy

Long-term medical conditions are accommodated through the Office of Accessibility & Inclusion (OAI). Short-term emergencies that impact studies are either handled by the course instructor or Student Support Services (SSS). For more information, please see Missed Instrument or 'Petition' FAQs for students and faculty (<https://rb.gy/8sj1h>)

LUMS Sexual Harassment Policy

LUMS and this class are a harassment-free zone. No behavior that makes someone uncomfortable or negatively impacts the class or individual's potential will be tolerated.

To report sexual harassment experienced or observed in class, please contact me. For further support or to file a complaint, contact OAI at oai@lums.edu.pk or harassment@lums.edu.pk. You may choose to file an informal or formal complaint to put an end to the offending behavior. You can also call their Anti-Harassment helpline at 042-35608877 for advice or concerns. *For more information: Harassment, Bullying & Other Interpersonal Misconduct: Presentation* (<http://surl.li/qpvwt>)



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COURSE OVERVIEW			
WEEK/ LECTURE/ MODULE	TOPICS	RECOMMENDED READINGS	OBJECTIVES/ APPLICATION
Module 1: Introduction			
Week 1 Session 1	Course Introduction		Introductions. Overview of the course, assignments and instructor expectations.
Week 1 Session 2	What is Public Policy?	Anderson, J. (2010). Ch.1: 'The Study of Public Policy.' <i>Public Policymaking</i> . Centage Learning. Ebenezer O. Oni, Public Policy Analysis, in <i>Fundamentals of Politics and Governance</i> <u>Further reading:</u> Knoepfel, Peter, et al. (2007) 'Public Policy' in Public Policy Analysis, Policy Press	Introduction to the field, policy typologies and a summary introduction to the main theoretical approaches to public policy.
Module 2: Framework, Evidence, Competing Interests and Power in the Policy Process			
Week 1 Session 3, 4	The Government and the Market	Stone, D. (2012). Ch.1: 'The Market and the Polis.' <i>Policy Paradox</i> . W.W. Norton & Company	A comparison between how the political system and the market model deals with issues of public policy.
		Hans, v. Basil (2013). State and the Market-Debate and Developments	A discussion of the inherent trade-offs between efficiency and equality in the policy world and how that creates a tension between state-led and market-led development model.
Week 2 Session 5	Methodology of Policy Analysis	Dunn, William N. (2011)'Methodology of Policy Analysis' in <i>Public Policy Analysis</i> , Taylor & Francis Group	In-depth discussion on policy phases, elements and integrated strategies with focus on prospective and retrospective analysis framework
Week 2 Session 6, 7	Evidence-based Policy Analysis	Brian W. Head (2010) Reconsidering evidence-based policy: Key Issues & Challenges, Policy and Society, 29:2, 77-94, Michael Howlett (June 2009) Policy Analytical Capacity & Evidence-based Policymaking: Lessons from Canada	The need for bringing evidence to policy and detach it from politics, interest and power dynamics. The downsides & challenges of evidence-based policy frameworks.



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		<p>Canadian Public Administration Vol 52, No. 2, PP. 153–175</p> <p>Using Evidence for Informed Policy making: Case Study of Development Priorities in Punjab & KP</p> <p>Building Capacity to Use Research Evidence Case Study: Data Transparency in India's Flagship Social Protection Program by Evidence for Policy Design November 2016</p> <p>Parkhurst, Justin (2017). 'Introduction' in <i>The Politics of Evidence</i>, Routledge</p>	
Week 2 Session 7, 8	Power, Politics and Policy Failure	<p>Rajesh Venugopal (2018), Ineptitude, ignorance, or intent: The social construction of failure in development, <i>World Development</i> 106 (2018) 238–247</p> <p>Ferguson, James The Anti-Politics Machine: Development, Depoliticization & Bureaucratic Power in Lesotho</p> <p>Khan, Kamran (2019) Why do Development Projects Fail to meet their objectives? What Can be done about it?, London School of Economics & Political Science</p> <p>Cheema, A.; Khan, A. & Myerson, R. (2014). Breaking the Countercyclical Pattern of Local Democracy in Pakistan</p>	An analysis of how power and Foucauldian discourse analysis provide a prism to view policy or project failure
	Policy Subsystems	<p>Meier, K. (2013). Ch. 36: 'Regulation: Politics, Bureaucracy, and Economics.' <i>Public Policy – The Essential Readings</i>. 2nd Edition. Pearson.</p>	An analysis of how various factors move an issue forward in the different stages of the policy process including politics, economic considerations, special interests and the media.
Week 3 Session 9, 10	Media and Policy Narratives	<p>Peter van Aelst Media, Political Agendas and Public Policy</p> <p>Simon Oyewole Oginni and Joash Ntenga Moitui (2015) Social Media and Public Policy Process in Africa: Enhanced Policy Process in Digital Age, <i>Consilience</i>, No. 14, pp. 158-172</p> <p>Khan, M. A. (2009), The Mediatization of Politics in Pakistan: A Structural Analysis. <i>Pakistaniaat: A Journal of Pakistan Studies</i>. Vol. 1(1)</p>	A discussion on how media influences politics and policymaking; how is globalization affecting media and vice versa. How media frames policy narratives.
Week 3 Session 11	Competing Interests in Policy Process	<p>Knoepfel, Peter, et al. (2007) 'Policy Actors' in <i>Public Policy Analysis</i>, Policy Press</p> <p><u>Further reading:</u></p>	An analysis of how competing interests complicates policy making and implementation.



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		William A. Galston (2006), Political Feasibility: Interests & Power, in <i>The Oxford Handbook of Public Policy</i>	
Week 3 Session 12 Week 4 Session 13	Gender and policymaking	<p>Moser, Caroline. (1993). 'Introduction' in Gender, planning and development: Theory, practice and training. Routledge. London and New York.</p> <p>Kabeer, Naila (2016). Gender Equality, Economic Growth & Women's Agency: The "Endless Variety" & "Monotonous Similarity" of Patriarchal Constraints <i>Feminist Economics</i>. 22(1): 295-321.</p> <p>Duflo, Esther (2012). Women Empowerment & Economic Development, <i>Journal of Economic Literature</i> 50(4): 1051-1079</p> <p><u>Further reading:</u> Ahmad, S. (2019). Pakistani policewomen: questioning the role of corruption in circumscribing police corruption. <i>Policing and Society: An International Journal of Research and Policy</i>.</p>	An analysis of how gender complicates policy making and implementation. Analysis of gender in the development discourse.
Module 3: Analyzing the Policy Process			
Week 4 Session 14	Agenda Setting and Framing	<p>Kingdon, J. (2013). Ch. 25: 'Why Some Issues Rise and Others Are Negated.' <i>Public Policy – The Essential Readings</i>. 2nd Edition. Pearson.</p> <p>Thomas A. Birkland (2007) Ch. 5, 'Agenda Setting in Public Policy' in Frank Fisher et al, <i>Handbook of Public Policy Analysis</i></p>	Policy implementation is the least understood aspect of the policy process. This section synthesizes the top-down and bottom-up approaches to understanding policy implementation.
Week 4 Session 15	Implementation	<p>Bernard Zacka, "Bureaucrats to the Rescue: Are Bureaucracies a Public Good?" Boston Review http://bostonreview.net/politics/bernard-do-zacka-bureaucrats-rescue</p> <p>Bob Hudson, David Hunter & Stephen Peckham (2019) Policy failure and the policy-implementation gap: can policy support programs help?, <i>Policy Design and Practice</i>, 2(1), 1-14,</p>	Policy implementation is the least understood aspect of the policy process. This section synthesizes the top-down and bottom-up approaches to understanding policy implementation.
Week 4 Session 16	Evaluation	<p>Theodolou, S. & Kofinis, C. (2013). (2013). Ch. 50: 'The Assessment of Executed Policy Solutions.' <i>Public Policy – The Essential Readings</i>. 2nd Edition. Pearson.</p> <p>Dunn, William N. (2011) 'Evaluating</p>	This section introduces the role and scope of evaluation, and how it can provide feedback to other components of the policy process.



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		Policy Performance' in <i>Public Policy Analysis</i> , Taylor & Francis Group	
Module 4: Policy Case Studies: The Praxis			
Week 5 Session 17, 18, 19, 20	Policy Case Studies (National and International)	<ul style="list-style-type: none"> (i) Digitizing the Government: E-Governance Initiatives in Punjab (ii) Lahore Waste Management Company (iii) Punjab Girls Stipend Program (World Bank Funded PESRP) (iv) Punjab Food Authority (v) Land Record Management Information System (vi) Public Transportation and Car Ownership Policy Singapore 	Practical case studies of key socio-economic policy interventions aimed at addressing diverse problems/challenges
Week 6	Policy Paper Presentations		