Strategic Planning and Forecasting

Political Risk and Economic Opportunity

WILLIAM ASCHER
WILLIAM H. OVERHOLT



A Wiley-Interscience Publication JOHN WILEY & SONS

Contents

Figures and Tables

Figures and T	Tables	xxi
Introduction		1
	Criteria of Political Forecasting, 2	
	The Scope of Political Forecasting, 4	
	A Philosophy of Method, 11	
	The Need for Practical Approaches, 16	
	Notes, 18	
PART 1.	THE RELATIONSHIP OF FORECASTING TO PLANNING	
Chapter 1.	Forecasting in the Planning Process	21
	A Strategic Planning Model, 21	
	Some Differences Between Short-Range and Long-Range Planning, 36	
	Overview, 38	
	Notes, 40	
Chapter 2.	The Needs and Perspectives of Analysts and Policymakers	42

xvi CONTENTS

Introduction, 42

Conclusions, 112

	Policymakers' Needs, 43	
	Analysts' Needs, 46	
	Resulting Conflicts, 48	
	Conclusion, 54	
	PART 2. FORECASTING METHODS	
Chapter 3.	Forecasting Methods: Review and Appraisal	5
	Preliminary Considerations, 60	
	Criteria for Choosing a Method, 61	
	Tradeoffs Among Criteria, 66	
	The Properties of Methods, 68	
	Some Methods and Their Logic, 69	
	Overview, 90	
	Notes, 91	
Chapter 4.	The Uses of Complex Models	9
	Trends in Methods, 94	
	The Performance and Potential of Complex Modeling, 96	
	The Practical Application of Modeling	

CONTENTS xvii

	Proper Uses of Large-Scale Models, 114	
	Notes, 116	
Chapter 5.	The Distinctive Logic of Political Forecasting	120
	The Distinctiveness of Politics as a Focus of Forecasting, 121	
	The Need for Political Forecasting, 126	
	Approaches to Political Forecasting, 129	
	The Issue of Method, 137	
	Notes, 139	
Chapter 6.	Integrating Political and Nonpolitical Forecasts	142
	The Framework of Interaction Between Political and Other Social Trends, 143	
	Assessing the Other Social Forecasts, 145	
	Notes, 157	
P	ART 3. A CENTRAL THEORETICAL PERSPECTIVE	
Chapter 7.	Organizational Analysis in Political Forecasting	161
	Politics as Organizational Activity: The Central Metaphor, 161	
	The Utility of the Organizational Perspective, 162	
	Resources and Strategies: Filling in the Metaphor, 164	
	Three Archetypal Situations, 171	

	Organizational Dynamics, 175	
	Analyzing Political Change, 177	
	Using the Organizational Perspective, 178	
	Notes, 179	
Chapter 8.	Analyzing Revolution	180
	An Organizational Conflict Theory of Revolution, 180	
	The Nature of Revolution, 181	
	The Participants in Revolution, 182	
	The Causes of Revolution, 185	
	Strategies of Revolution: The Conduct of Revolutionary Struggle, 188	
	Political-Economic System Characteristics, 191	
	Overview, 194	
	Notes, 195	
Chapter 9.	Korea: A Case Study	197
	The Military Revolution in South Korea, 197	
	Repressive Stability, 1961–1979, 199	
	The Succession to Park Chung Hee, 207	
	Notes, 215	
Chapter 10.	Mexico: A Case Study	216
	Assessing Long-Term Stability, 217	

CONTENTS xix

Overview, 241 Notes, 241 PART 4. BUREAUCRATIC ISSUES Chapter 11. **Institutional Arrangements of Forecasting** and Planning Operations 245 Nature of Institutions, 245 Staff-Line Relationships, 246 Resource Allocation, 248 Organizational Techniques, 250 Personnel, 259 **Chapter 12. Presentation of Forecasts** 262 Objectives of Presentation, 262 Distortions in Presentation, 263 Conditional Forecasts, 264 Expressing Uncertainty, 266 Presentation of Recommendations, 268 Separation of Method and Substance, 269 Quantitative Presentation, 270 The Content of Presentation, 271 The Need for Informal Presentations, 272

Anticipating Lopez Portillo's Successor, 234

CONTENTS

Timing a Presentation, 272		
Conclusions, 273		
Notes, 273		

Bibliography	27
Index	28