

# The Graduate School of Political Management

THE GEORGE WASHINGTON UNIVERSITY

## M.P.S. in Political Management

Spring 2022

April 4 – June 10, 2022

### Course Name

Course Number PMGT6403 38673

3 Credits

Office hours Mondays 8-9:00 pm EST

Webex link: see below

## Instructor Information

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### Instructor

Dr. Randall (Randy) Salm

Over the last 30 years, Randall Salm has worked in a variety of fields including higher education, social science research, conflict resolution, peacebuilding and exploitive child labor. Since 1990 he has taught over 100 courses in sociology and conflict resolution, and written on conflict resolution, peace education, child labor and ethnic conflict in Syria. From 1995 to 2002 he led conflict resolution and human rights training in Colombia. Since 2002 he has led juvenile justice training with Fairfax County; supervised USDOL exploitive child labor cooperative agreements; and supported numerous social research projects. Randall supported World Vision and UNICEF peace education work, including a conflict analysis of the education sector in Rakhine State, Myanmar in 2014. In 2015-2016 he led a research unit for the NGO Forum in Antakya, Turkey, conducting primary research on the Syrian affected population, leading to six reports addressing displacement, protection, and humanitarian access. In 2017 he facilitated community dialogues for Everyday Democracy on policing and racial equity. Randall has masters' degrees in Conflict Analysis and Resolution, and in Business Administration and a Ph.D. in Sociology, with a specialization in globalization and study of ethnic identity in Syria. He currently works full time as an Associate Professor of Sociology at the College of Southern Maryland.

### Contact Information

Phone Number: 703-884-6157

Email Address: rsalm@gwu.edu

### Communication

The best way to reach me is via email. I usually will respond within 24 hours. If necessary, we can set up a phone call or Zoom meeting.

## Course Details

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**PMGT 6403. Political Data and Analytics.** 3 Credits. Course catalogue course description.

Introduction to the uses of quantitative data and statistics in politics. Learn to evaluate research designs, statistical associations, causal reasoning, methods for hypothesis testing, multivariate regression analyses, and data analytics. Consume and critique data and statistics for strategic purposes. Students to

enroll by their sixth course in the program. Core requirement. Must be completed before a student reaches 18 credit hours.

## Expectations and Responsibilities

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### **Blackboard Site**

A Blackboard course site has been set up for this course. Each student is expected to check the site throughout the semester, as Blackboard will be the primary venue for outside classroom communications between the instructors and the students. Students can access the course site at [GWU Blackboard](#). Please note that your access to this course on Blackboard will continue for one month after the course ends. If you wish to keep any work or materials, you must download or save them before the course closes. Support for Blackboard is available at 202-994-4948 or [IT Blackboard web page](#).

### **Out-of-Class/ Independent Learning Expectation**

For face-to-face classes:

Over the course of the semester, students will spend approximately three hours per week in combined online class meetings (synchronous learning) and engaged in asynchronous instructional learning activities (done weekly on one's own time) over the 10-week term. In addition to these required asynchronous and synchronous activities, reading for the class meetings and written response papers or projects are expected to take up, on average, 8¼ hours per week. Over the course of the semester, students will spend 30 hours in instructional time (asynchronous and synchronous) and 82.5 hours preparing for class for a total of 112.5 hours. Hybrid and Online courses meet the total 112.5 hours of total instruction.

### **Academic Integrity**

All members of the university community are expected to exhibit honesty and competence in their academic work. Students have a special responsibility to acquaint themselves with, and make use of, all proper procedures for doing research, writing papers, and taking exams. Members of the community will be presumed to be familiar with the proper academic procedures and will be held responsible for applying them. Deliberate failure to act in accordance with such procedures will be considered academic dishonesty. Academic dishonesty is defined as "cheating of any kind, including misrepresenting one's own work, taking credit for the work of others without crediting them and without appropriate authorization, and the fabrication of information." Copying information and pasting it into a paper without a quotation and citation is an act of plagiarism. Acts of academic dishonesty are a legal, moral, and intellectual offense against the community and will be prosecuted through the proper university channels. For the first offense, the student will receive an "F" for the assignment and formal charges will be filed with the Office of Academic Integrity. For the second offense, charges will again be filed and the student will receive an "F" for the final course grade. Penalties for academic dishonesty are not negotiable. You will not be offered a "do-over" or resubmission. The University Code of Academic Integrity can be found at <http://studentconduct.gwu.edu/code-academic-integrity>

### **Attendance Policy**

Since this is an online course, I do not take attendance. You can participate in the weekly office hours if you like, but they are not required.

### **University Policy on Observance of Religious Holidays**

Students must notify faculty as early as possible, but no later than three weeks prior to the absence, of their intention to be absent from class on their day(s) of religious observance. If the holiday falls in the first three weeks of class, the student must inform the faculty within the first week of the semester that they are enrolled in the course.

To the greatest extent possible, faculty must continue to extend to these students the courtesy of absence without penalty on such occasions, including permission to make up examinations.

Faculty who intend to observe a religious holiday must arrange at the beginning of the semester to reschedule missed classes or to make other provisions for their course-related activities.

For the full text of the policy and calendar of religious holidays, please see the [Office of the Provost's Policies web page](#) (Religious Holidays document).

### **Online Classroom Conduct Policy**

You should behave in class as if you are in a professional setting. Unless you are having connection difficulties, you are expected to activate your camera and to be present, attentive, and engaged during online course meetings. Please do not attempt to multitask, as it is almost impossible to read something while simultaneously listening to something else. Please observe the following rules of netiquette for communicating online:

- Remain professional, respectful, and courteous at all times.
- Remember that a real human being wrote each post and will read what you write in response. It is easy to misinterpret discussion posts. Let's give the benefit of the doubt.
- If you have a strong opinion on a topic, it is acceptable to express it as long as it is not phrased as an attack. Please be gracious with differing opinions.
- When upset, wait a day or two prior to posting. Messages posted (or emailed) in anger are often regretted later.
- Proofread and use the spell check tool when you type a post. It makes the post easier to read and helps your readers understand what you are saying.

Your instructor reserves the right to delete any post that is deemed inappropriate for the discussion forum, blog, or wiki without prior notification to the student. This includes any post containing language that is offensive, rude, profane, racist, or hateful. Posts that are seriously off-topic or serve no purpose other than to vent frustration will also be removed.

### **Technology Requirements**

It is your responsibility to ensure that you have the required technology to fully participate in this course. The minimum technology requirements for learning online at GW are outlined on the [Technical Requirements and Support](#) web page. If you have any problems with the technology in this course, you can seek technological support from GW in a variety of ways, outlined on the [IT Support](#) website. GW is committed to providing an inclusive and welcoming environment that is accessible for everyone, including people with disabilities. The following links provide more information about the accessibility of technologies that may be used in this course (delete all not needed):

- [Blackboard accessibility](#)
- [Microsoft Office accessibility](#)
- [Adobe accessibility](#)
- [Vimeo accessibility](#)
- [YouTube accessibility](#)
- [VoiceThread accessibility](#)

- [Webex accessibility](#)
- [Zoom accessibility](#)

If you have any issues regarding the accessibility of the technology used in this course, please contact your instructor. You may also explore the [Disability Support Services](#) website (see above).

### **Technology Expectations**

Regarding technology skills, you should be able to (delete all not needed):

- Create documents and presentation slides
- Use a webcam and microphone
- Use a digital camera or scanner
- Upload files, including recordings and images
- Be open to learning and registering for new technologies
- Be flexible when technological glitches happen (which is a given)
- Seek technological help when necessary by contacting the Division of Information Technology

If you have any problems with the technology expectations in this course, please contact your instructor.

### **Use of Electronic Course Materials and Class Recordings**

Students are encouraged to use electronic course materials, including recorded class sessions, for private personal use in connection with their academic program of study. Electronic course materials and recorded class sessions should not be shared or used for non-course related purposes unless express permission has been granted by the instructor. Students who impermissibly share any electronic course materials are subject to discipline under the Student Code of Conduct. Please contact the instructor if you have questions regarding what constitutes permissible or impermissible use of electronic course materials and/or recorded class sessions. Please contact [Disability Support Services](#) if you need additional accommodations for accessing electronic course materials.

### **Copyright Statement**

Unless explicitly allowed by the instructor, course materials, class discussions, and examinations are created for and expected to be used by class participants only. The recording and rebroadcasting of such material, by any means, is forbidden. The Copyright Act (17 U.S.C. § 10) governs the rights attributed to owners of copyrighted work. Under certain circumstances, educational institutions may provide copies of copyrighted works to students. The copies may not be copied nor used for any other purpose besides private study, scholarship, or research. Users should not provide electronic copies of any materials provided on this course's Blackboard site to unauthorized users. If a user fails to comply with Fair Use restrictions, he/she may be held liable for copyright infringement. No further transmission or electronic distribution is permitted.

### **Support for Students with Disabilities**

GW's Disability Support Services (DSS) provides and coordinates accommodations and other services for students with a wide variety of disabilities, as well as those temporarily disabled by injury or illness. Accommodations are available through DSS to facilitate academic access for students with disabilities. Please notify your instructor if you require accommodations. Additional information is available at <https://disabilitysupport.gwu.edu/>.

### **Counseling and Psychological Services**

GW's Colonial Health Center offers counseling and psychological services, supporting mental health and personal development by collaborating directly with students to overcome challenges and difficulties

that may interfere with academic, emotional, and personal success. For additional information call 202-994-5300 or visit the [Counseling and Psychological Services website](#).

### **Title IX: Confidentiality and Responsible Employee Statement**

The George Washington University (GWU) and its faculty are committed to helping create a safe and open learning environment for all students. If you (or someone you know) have experienced any form of sexual misconduct, including sexual assault, dating or domestic violence, or stalking, know that help and support are available. GWU strongly encourages all members of the community to take action, seek support and report incidents of sexual misconduct to the Title IX Office. Please be aware that under Title IX of the Education Amendments of 1972, faculty members are required to disclose information about such misconduct to the Title IX Office.

If you wish to speak to a confidential employee who does not have this reporting responsibility, you can contact Mental Health Services through Colonial Health (counselors are available 24/7 at 202-994-5300 or you can make an appointment to see a counselor in person.). For more information about reporting options and resources at GWU and the community, please visit <https://haven.gwu.edu/>.

### **The Writing Center**

The Writing Center is located in Gelman Library at 2130 H St NW in Suite 221 and they can be reached at 202-994-3765 or via email at [gwriter@gwu.edu](mailto:gwriter@gwu.edu). You can [schedule writing center appointments](#), both in-person or by phone, in advance. Daytime and evening hours are available. Check for this semester's hours at the [writing center contact page](#). The Writing Center offers summer hours.

### **GWU Libraries**

Off campus students have full access to all of the research resources, services, and assistance that the Library offers. The GW community has access to 500+ online subscription databases and to millions of items, electronic and print, in the library catalog. Off-campus students even have additional privileges because the Library will FedEx print materials to your home. For more information visit the [GW Libraries homepage](#).

Call the Ask Us desk at 202-994-6048 or [contact someone at the library](#) to answer any questions. For questions beyond “Do you have this book/article?” and “How do I login?” use the website mentioned to make a research consultation appointment with a librarian. Librarians are there to guide students through any aspect of the research process, from selecting and narrowing a topic, crafting a research strategy to citation management.

### **Safety and Security**

- **In an emergency:** call GWPD at 202-994-6111 or call 911
- **For situation-specific actions:** review the [Emergency Response Handbook](#)
- **In an active violence situation:** [Get Out, Hide Out or Take Out](#)
- **Stay informed:** review [notification tools for staying informed during emergency and safety related situations](#)

### **Course Evaluation**

At the end of the semester, students will be given the opportunity to evaluate the course through GW's online course evaluation system. It is very important that you take the time to complete an evaluation. Students are also encouraged to provide feedback throughout the course of the semester by contacting:

Dr. Todd Belt  
Director, Political Management Program  
[tbelt@gwu.edu](mailto:tbelt@gwu.edu) | 202-994-4363

Suzanne Farrand  
Director of Academic Administration, GSPM  
[sfarrand@gwu.edu](mailto:sfarrand@gwu.edu) | 202-994-9309

## THE COURSE

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### Political Management Program Objectives

A Political Management degree prepares students to win campaigns for elective office and policy positions, and to do so in a manner that benefits democracy and society as well as their organization and clients.

In completing the degree, students will be able to:

1. Assess a political environment, develop a strategy to achieve specified goals, and execute that strategy;
2. Draw upon a repertoire of effective campaign communication skills;
3. Collect, evaluate, and incorporate empirical evidence to shape and optimize the strategy;
4. Find, engage, and motivate the right leaders, professionals, and citizens;
5. Recognize and work through recurring political dilemmas in a manner that upholds ethical standards and professional conduct.

### Graduate School Expectations

Students enrolled in a graduate program should take their academic responsibilities seriously and be prepared to meet the following expectations:

1. Utilize effective time management skills so as to complete and submit their assignments on their required due dates and times.
2. Have attained a mastery of written communication skills including proper sentence structure, grammar, spelling, and word usage.
3. Understand how to properly format in-text citations and references for resources and information integrated into their written assignments.

GSPM prepares students for careers in the professional political world. In politics, words and deadlines matter. Excellent written communication skills are essential for success. Every word used, whether it is in a television or radio ad, direct mail piece, social media, or a press release, will be scrutinized. Similarly, deadlines are important. Election Day does not get postponed because a candidate and their campaign are not prepared. There are no “do-overs” because a direct mail piece did not arrive to its intended recipients until after the election was concluded. Students will be best positioned for success in the practical political world if they have developed and exercise excellent written communication and time management skills.

### Course Description and Overview

Today’s political managers are awash in a sea of data. Which data you use is of critical importance for both you and your clients as you develop your message. To help you accomplish this task this course provides students with an introduction to political data and analytics. Students undertake an in-depth

review and critical investigation of quantitative research methods. They will be exposed to various tools and techniques and learn how to consume and utilize data in the political management context. This course involves both quantitative and qualitative research methods. You will be expected to perform basic cross-tabulation statistical analysis and to interpret more advanced regression analysis found in political and social science research papers.

### Course Learning Objectives Revised Sept2021

- LO1 Exhibit knowledge of reliable and credible quantitative and qualitative research methods through the design and implementation of a political management research project.
- LO2 Apply proper qualitative and quantitative analytics for specific types of political data and correctly interpret results to answer political management questions.
- LO3 Analyze trends in political data research and their influence on the future of political management, including ethical issues.
- LO4 Interpret political research results and make recommendations to inform political management decisions.

### Course Requirements

To successfully complete this class, students are required to complete at least two discussion board postings a week (original posting by Wednesday midnight and respond to peer's posting by Friday midnight); in addition, they must complete five short assignments and one major primary research project. You may be able to pass the class without completing all discussions or short assignments, but missing more than 1 or 2 increases the likelihood of receiving a grade lower than a B. You must complete the research project to pass this class.

### Evaluation and Grading

Grading Structure: I urge you to complete every assignment, even if done poorly. A F grade is better than a zero grade.

- Discussions: 10 discussions at 3% each = 30%
- Assignments 1, 2, 3, 4 and 5 at 8% each = 40%
- Research paper at 30%.

Assignment	Learning Objective(s)	Due Date 11:59 pm EST for all work	Weight
10 Discussions at 3% each	LO1, LO2, LO3 and LO4	Original post by Wedn., response post by Friday per schedule	30%
Assignment 1 – week 1	LO2 and LO3	Due 4/10/22	8%
Assignment 2 – week 2	LO2 and LO3	Due 4/17/22	8%
Assignment 3 – week 3	LO1	Due 4/24/22	8%
Assignment 4 – week 5	LO1	Due 5/8/22	8%
Assignment 5 – week 7	LO1	Due 5/22/22	8%
Research Paper – week 9	LO1 and LO4	Due 6/5/22	30%
Total			100%

### Course Webex meeting information for Monday office hours meetings

Meeting link

<https://gwu.webex.com/gwu/j.php?MTID=m0f7158d01b12c63c3d70be05f0a45f95>

Meeting number  
2629 082 6511

Password  
Analysis

Join by phone  
+1-202-860-2110 United States Toll (Washington D.C.)  
Access code: 2629 082 6511

**Following is the grade scale for all GSPM classes:**

<b>Grade*</b>	<b>Grading Standard</b>
A 94-100	Your work is outstanding and ready for submission in a professional environment. Your material, effort, research, and writing demonstrate superior work.
A- 90-93	Represents solid work with minor errors. Overall, excellent work.
B+ 87-89	Very good. Represents well-written material, research, and presentation, but needs some minor work.
B 83-86	Satisfactory work, but needs reworking and more effort. Note that although not a failing grade, at the graduate level, anything below a “B” is viewed as unacceptable.
B- 80-82	You’ve completed the assignment, but you are not meeting all of the requirements.
C+ 77-79	Needs improvement in content and in effort. Shows some motivation and concern.
C 73-76	Needs reworking, improved effort, and additional research. Shows minimal motivation and concern.
C- 70-72 (lowest grade to pass)	Poor performance. Major errors, too many misspellings, problems with accuracy, etc.
F Below 70	Unacceptable performance, or inability to submit the assignment.

\*Please note that you may be penalized for late submission of assignment(s).

**Required Text and Learning Materials**

- Rich, R. C., Manheim, J. B., Brians, C. L., & Willnat, L. (2018). *Empirical political analysis: Quantitative and qualitative research methods* (9th ed.). New York, NY: Routledge. ISBN: 978-1138088764

**Optional Supplemental Text and Learning Materials**

Additional reading and video materials will be available in the course shell.

**Tentative Course Calendar\***

\*The instructor reserves the right to alter course content and/or adjust the pace to accommodate class progress. Students are responsible for keeping up with all adjustments to the course calendar.

Wk	Learning objectives	Primary Readings	Discussion prompt For all posts - 200 word maximum. Respond to 1 other post	Assignment 1,000 word limit.
1	<ul style="list-style-type: none"> <li>Know essential elements of political research.</li> <li>Analyze trends in political data and research</li> <li>Apply political data analysis techniques to political management questions.</li> </ul>	Rich et al Ch. 1 Research process, Ch. 2 Theories and Hypotheses Ch. 3 Lit review,	Discn intro - Who are you? (no grade).  D1. Ethics in political research and current political polarization.	Assignment 1: Do a whip count.
2	<ul style="list-style-type: none"> <li>Know essential elements of political research.</li> <li>Apply political data analysis techniques to political management questions.</li> <li>Conduct political data research.</li> </ul>	Rich et al Ch. 4 Designing research Ch. 5 Operationalization Ch. 6 Research design	D2. Identify your research question and get it approved by professor. Group projects are welcomed.	Assignment 2: Battle ground election campaign planning.
3	<ul style="list-style-type: none"> <li>Know essential elements of political research.</li> <li>Analyze trends in political data and research</li> <li>Conduct political data research: prepare a research design.</li> </ul>	Rich et al Ch. 7 Sampling Ch. 8 Surveys Ch. 9 Scales	D3. Critique Nate Silver's analysis of the 2016 election polling and media reporting.	Assignment 3: Develop a research design.
4	<ul style="list-style-type: none"> <li>Know essential elements of political research.</li> <li>Utilize tools to analyze political data.</li> <li>Apply political data analysis techniques to political management questions.</li> </ul>	Rich et al Ch. 13 Coding data Ch. 14 Tables and charts Ch. 21 Research reports	D4. How is research project going? How is data collection working. No citations needed.	Work on research project – data collection
5	<ul style="list-style-type: none"> <li>Know essential elements of political research.</li> <li>Conduct political data research: data collection and analysis</li> </ul>	Rich et al Ch. 15 Statistics I Ch. 16 Statistics II Bivariate analysis Ch. 17 Statistics III Multivariate analysis	D5. Statistical analysis: Assessing your skill sets, building your skills or hiring skilled analysts, and how to manage quant and qual data analysis tasks. No citations needed.	Assignment 4: Excel cross tabulation data analysis:
6	<ul style="list-style-type: none"> <li>Know essential elements of political research.</li> <li>Conduct political data research: data collection and analysis</li> </ul>	Rich et al. Ch. 18. Direct Observation Ch. 19 focus groups Ch. 20 interviewing	D6. Compare and contrast quantitative and qualitative research methods, including experiments, surveys, interviews, focus groups, and participant observation based on the Rich, et al, textbook material.	Work on research project – finish data collection
7	<ul style="list-style-type: none"> <li>Know essential elements of political research: explain statistical analysis.</li> <li>Conduct political data research: data collection and analysis</li> </ul>	Video: Understanding Statistics & Journal articles - Dr. Wendi Benson What is A/B Testing? 4 min video. Political A/B Testing – UK 2019 examples. A/B Testing: Experiments in campaign messaging	D7. How is research project going? How did data collection go? How much data was collected? What problems were encountered? Next step is data cleaning and then analysis. No citations needed.	Assignment 5: Summarize 1 statistical article.  Work on research project – start data analysis
8	<ul style="list-style-type: none"> <li>Conduct political data research: data collection and analysis</li> <li>Analyze trends in political data and research</li> </ul>	<b>To be determined</b> Azari, 2021. Bouie, 2021. Goldsmith, Jack, 2017. Theriault and Rohde 2021 Van Bavel et al 2021 Waldrop 2021. Walter, 2021.	D8. Political polarization Demographic changes, voter turnout, and voter suppression.	Work on research project – finish data analysis

<p>9</p>	<ul style="list-style-type: none"> <li>• Conduct political data research: make recommendations to inform political management decisions</li> <li>• Apply political data analysis techniques to political management questions.</li> </ul>	<p>No major readings this week – work on research paper</p>	<p>D9. Research project discussion. Main findings and strengths and limitations of your research.</p>	<p>Assignment 6: final research report. Submit final report. Briefly present your findings using a video. 5 minute presentation. See checklist.</p>
<p>10</p>	<ul style="list-style-type: none"> <li>• Analyze trends in political data and research</li> </ul>	<p><b>To be determined</b>          week 10 lesson on big data          Brown, Merta. 05/29/16. Big data analytics and the next president. Forbes.          “Geotargeting: The Political Value of Your Location.” Our Data Our Selves.          Gorham, Ashley. “Big Data and Democracy: Facts and Values.”          Illing, Sean. 03/16/17. A political scientist explains how big data is transforming politics.</p>	<p>D10. Big data.</p>	<p>No assignment work this week.</p>