economics

colander 10e



Economics

The McGraw-Hill Series in Economics

ESSENTIALS OF ECONOMICS

Brue, McConnell, and Flynn **Essentials of Economics**

Third Edition

Mandel

Economics: The Basics

Second Edition

Schiller

Essentials of Economics

Tenth Edition

PRINCIPLES OF ECONOMICS

Asarta and Butters

Principles of Economics, Principles of Microeconomics, and Principles of

Macroeconomics First Edition

Colander

Economics, Microeconomics, and

Macroeconomics

Tenth Edition

Frank, Bernanke, Antonovics, and Heffetz Principles of Economics, Principles of Microeconomics, and Principles of

Macroeconomics

Sixth Edition

Frank, Bernanke, Antonovics, and Heffetz

A Streamlined Approach for:

Principles of Economics, Principles of Microeconomics, and Principles of

Macroeconomics Third Edition

Karlan and Morduch

Economics, Microeconomics, and

Macroeconomics First Edition

McConnell, Brue, and Flynn

Economics, Microeconomics, and

Macroeconomics

Twentieth Edition

McConnell, Brue, and Flynn

Brief Editions: Microeconomics and

Macroeconomics Second Edition

Miller

Principles of Microeconomics

First Edition

Samuelson and Nordhaus

Economics, Microeconomics, and

Macroeconomics Nineteenth Edition Schiller

The Economy Today, The Micro Economy Today, and The Macro **Economy Today**

Fourteenth Edition

Slavin

Economics, Microeconomics, and

Macroeconomics

Eleventh Edition

ECONOMICS OF SOCIAL ISSUES

Guell

Issues in Economics Today

Seventh Edition

Register and Grimes

Economics of Social Issues

Twenty-First Edition

ECONOMETRICS

Gujarati and Porter

Basic Econometrics

Fifth Edition

Gujarati and Porter

Essentials of Econometrics

Fourth Edition

Hilmer and Hilmer

Practical Econometrics

First Edition

Managerial Economics

Baye and Prince

Managerial Economics and

Business Strategy

Eighth Edition

Brickley, Smith, and Zimmerman

Managerial Economics and **Organizational Architecture**

Sixth Edition

Thomas and Maurice

Managerial Economics

Twelfth Edition

INTERMEDIATE ECONOMICS

Bernheim and Whinston

Microeconomics

Second Edition

Dornbusch, Fischer, and Startz

Macroeconomics

Twelfth Edition

Frank

Microeconomics and Behavior

Ninth Edition

ADVANCED ECONOMICS

Romer

Advanced Macroeconomics

Fourth Edition

MONEY AND BANKING

Cecchetti and Schoenholtz

Money, Banking, and Financial

Markets

Fourth Edition

Urban Economics

O'Sullivan

Urban Economics

Eighth Edition

LABOR ECONOMICS

Borias

Labor Economics

Seventh Edition

McConnell, Brue, and Macpherson

Contemporary Labor Economics

Eleventh Edition

PUBLIC FINANCE

Rosen and Gayer

Public Finance

Tenth Edition

Seidman

Public Finance

First Edition

Environmental Economics

Field and Field

Environmental Economics: An

Introduction

Seventh Edition

International Economics

Appleyard and Field

International Economics

Seventh Edition

King and King

International Economics, Globalization, and Policy: A

Reader

Fifth Edition

Pugel

International Economics

Sixteenth Edition

Economics

TENTH EDITION

David C. Colander

Middlebury College





ECONOMICS, TENTH EDITION

Published by McGraw-Hill Education, 2 Penn Plaza, New York, NY 10121. Copyright © 2017 by McGraw-Hill Education. All rights reserved. Printed in the United States of America. Previous editions © 2013, 2010, and 2008. No part of this publication may be reproduced or distributed in any form or by any means, or stored in a database or retrieval system, without the prior written consent of McGraw-Hill Education, including, but not limited to, in any network or other electronic storage or transmission, or broadcast for distance learning.

Some ancillaries, including electronic and print components, may not be available to customers outside the United States.

This book is printed on acid-free paper.

1 2 3 4 5 6 7 8 9 DOW 21 20 19 18 17 16

ISBN 978-1-259-19315-6 MHID 1-259-19315-2

Chief Product Officer, SVP Products & Markets: G. Scott Virkler Vice President, General Manager, Products & Markets: Marty Lange

Managing Director: James Heine Senior Brand Manager: Katie Hoenicke Director, Product Development: Rose Koos Senior Product Developer: Christina Kouvelis

Marketing Manager: Virgil Lloyd

Director of Digital Content Development: Douglas Ruby

Digital Product Analyst: Kevin Shanahan

Director, Content Design & Delivery: Linda Avenarius

Program Manager: Mark Christianson

Content Project Managers: Harvey Yep (Core)/Bruce Gin (Assessment)

Buyer: *Laura M. Fuller* Design: *Egzon Shaqiri*

Content Licensing Specialists: Melissa Homer (Image)/Beth Thole (Text)

Cover Image: Jag_cz Compositor: Aptara®, Inc. Printer: R. R. Donnelley

All credits appearing on page or at the end of the book are considered to be an extension of the copyright page.

Library of Congress Cataloging-in-Publication Data

Names: Colander, David C., author.

Title: Economics / David C. Colander, Middlebury College.

Description: Tenth edition. | New York, NY: McGraw-Hill/Irwin, [2017] |

Series: The McGraw-Hill series in economics

Identifiers: LCCN 2016021255| ISBN 9781259193156 (alk. paper) |

ISBN 1259193152 (alk. paper) Subjects: LCSH: Economics.

Classification: LCC HB171.5 .C788 2017 | DDC

330—dc23 LC record available at https://lccn.loc.gov/2016021255

The Internet addresses listed in the text were accurate at the time of publication. The inclusion of a website does not indicate an endorsement by the authors or McGraw-Hill Education, and McGraw-Hill Education does not guarantee the accuracy of the information presented at these sites.

About the Author



David Colander is Distinguished College Professor at Middlebury College. He has authored, coauthored, or edited over 40 books and over 150 articles on a wide range of economic topics.

He earned his B.A. at Columbia College and his M.Phil. and Ph.D. at Columbia University. He also studied at the University of Birmingham in England and at Wilhelmsburg Gymnasium in Germany. Professor Colander has taught at Columbia University, Vassar College, the University of Miami, and Princeton University as the Kelley Professor of Distinguished Teaching. He has also been a consultant to Time-Life Films, a consultant to Congress, a Brookings Policy Fellow, and Visiting Scholar at Nuffield College, Oxford.

He has been president of both the History of Economic Thought Society and the Eastern Economics Association. He has also served on the editorial boards of the *Journal of Economic Perspectives, The Journal of Economic Education, The Journal of Economic Methodology, The Journal of the History of Economic Thought, The Journal of Socio-Economics,* and *The Eastern Economic Journal.* He has been chair of the AEA Committee on Electronic Publishing, a member of the AEA Committee on Economic Education, and is currently the associate editor for content of the *Journal of Economic Education*.

He is married to a pediatrician, Patrice. In their spare time, the Colanders designed and built an oak post-and-beam house on a ridge overlooking the Green Mountains to the east and the Adirondacks to the west. The house is located on the site of a former drive-in movie theater. (They replaced the speaker poles with fruit trees and used the I-beams from the screen as support for the second story of the carriage house and the garage.) They now live in both Florida and Vermont.

Preface

"Imagine . . . a textbook that students enjoy!" That comment, from an instructor who taught at Purdue, was e-mailed to me as I was struggling to write the preface to an earlier edition. That comment still captures what I believe to be the most distinctive feature of this edition. It speaks to students.

An Entire Learning Platform

That comment continues to guide this edition. But because students today learn differently than they did twenty years ago, it does so in new ways. Students today grew up with the Internet and social media that provide them with access to a broad range of digital resources and instant feedback. That changes the way they learn, and if we are to reach them, we have to present material to them in ways that fit their learning style. They want to be able to bring their course with them, to access it anywhere, anytime—at a coffee shop in the afternoon, in their dorm room late at night, or at lunch hour at work. They still want material that speaks to them, but it has to speak to them in their language at the time they want to listen. Modern learning is blended learning in which online presentations, review and testing of material, and feedback are seamlessly blended with the narrative of the text.

The strengths of previous editions translate well in this new environment. Students don't want an automaton. They want a person who speaks to them, even if it is online. They don't differentiate a "virtual" world from a "real" world. Both are real and students seek the same thing in both—a presentation of material that engages them. And that's what I do. I tell stories. I use colloquial language, and I offer material that they read about online, or hear about through other media—today's economic issues. The material speaks to them in ways that they can hear and enjoy.

This edition has built upon the last edition, and is structured so as to reach out to students in the digital language of online communication. To teach modern students effectively, we've got to get their attention and hold it, and digital tools give us that opportunity. That's why I've worked hard in this revision to provide material that students can engage in a single, seamless, and fully digital product.

All of the content, including end-of-chapter questions, lines up directly with learning objectives. These learning objectives serve as the organizational structure for the material. The learning objectives, themselves, are broken

down into further learning objectives associated with concepts that are presented in bite-sized portions of the text as part of the LearnSmart offer. This allows students the opportunity to master concepts that support the larger picture. As a result, within McGraw Hill's Connect platform, students can learn the core building blocks online with instant feedback; instructors can assess student learning data and know what their students understand, and what they don't. With that information, they can devote class time to those issues with which students are having problems.

The end-of-chapter material is written for optimal online delivery: All of the standard questions and problems are auto-gradable and integrated with the online experience. Such integration allows students to move seamlessly between homework problems and portions of the narrative to get the information they need, when they need it. This is a significant advance in pedagogy. Now, even professors in large lecture classes can assign questions and exercises at the end of chapters and provide feedback to students at the point of need.

To provide the greatest flexibility for the range of course approaches, in addition to the standard questions and exercises at the end of every chapter, I also provide a set of Issues of Ponder and Alternative Perspective Questions that have no "correct" answer, but instead are designed to get the students to think. In a blended learning environment, these are the questions that can form the basis for rich classroom discussions that engage the students with broad issues as much as the online material engages them with the building blocks. Classes become discussion and thinking time, not regurgitation and repetition time.

I am confident that the combination of the digital tools via LearnSmart and Connect, the modern material presented, and the colloquial style I have worked so hard to perfect will engage students in the tenth edition like never before.

Modern, Not Outdated 1950s Economics

You can have the best online platform and presentation in the world, but if the content isn't relevant or engaging, it serves little purpose. My goal is to present students with the best economics I can. That means that I want to teach *modern economics*, not neoclassical economics (or whatever ■ Preface ■ vii

else the collection of models that developed in the 1950s is called). That doesn't mean that I don't teach the traditional models; it just means that I integrate modern interpretations and insights into those models. That approach makes the tone and format somewhat different from the 1950s' tone and format of many current competitors that make it seem as if economics hasn't changed in over 60 years.

Why haven't competitors changed? Because it is really, really hard to deviate from the standard template developed in the 1950s. I fully recognize the difficulty. I know and accept that if we are going to teach modern economics, it has to involve an evolutionary, not revolutionary, template. But recognizing the importance of the existing template is not a call for laziness and complacency in what we teach; it is a call for creativity. Economics has changed and that means the content of the texts has to change as well.

Over the past decade I have been working on ways to introduce modern economics into the principles course—trying different ideas on my students and colleagues and discovering what works and what doesn't. In earlier editions I started to integrate modern economics into the standard principles template, and I continue that integration in this edition after getting useful comments from many of my users about the best way to do it.

One of the biggest problems that many people pointed out with presenting the subtleties of modern economics to students is that many of their students are, shall we say, less-than-perfect students. I am not unaware of the nature of students—in fact I was one of those far-less-than-perfect students. I am no utopian; I am a realist who recognizes that many, perhaps most, students could care less about how economists think. They are taking the course because it is required, because their parents told them they had to, or because it was what fit in their schedule. That is the reality, and they are the students I'm writing for.

So my target student is a non-economics major who doesn't especially care about the content they are learning; he or she is much more likely to be concerned with what is going to be on the exam. For these non-economics majors it is even more important that we teach them modern economics, not a set of models from an outdated template. I want students to know TANSTAAFL, to know the strengths of markets, the weaknesses of markets, the importance of incentives, and why economic policy is so complicated and messy.

Big Think Economics: Teaching More than Modules

Much of the recent focus in economic pedagogy involves a shift in focus away from seeing textbooks as a whole to seeing them as a compilation of modules. This has been accompanied by a modularization of the teaching of economic principles: economic understanding is divided into learning objectives, sub learning objectives, and sub-sub learning objectives. These learning objectives are presented to students as the building blocks of economic understanding: Know these and you know economics.

This atomization approach makes lots of sense as long as one remembers that to hold the building blocks together one needs both mortar and an architectural blueprint. Unfortunately, mortar and blueprints don't fit nicely into building block modules. Mortar and blueprints require conceptualization that goes beyond the standard models—conceptualization that brings the big picture into focus, not just the individual building blocks. Because there are alternative architectural blueprints, there is not a single big picture, but instead a variety of them. The study of such issues is the grist for "big think" economics.

To present big think economics to students requires nuanced contextual discussion, as well as mathematical models involving analytic understanding. Students have to be presented with questions without definitive answers, but ones upon which, when addressed creatively, economic models can shed light. My book contains lots of such discussions. In the book I continually remind students that the models they are learning are based on assumptions, and that to apply the models the students need to decide whether the assumptions fit. The text presents students with examples of how economists have put the building blocks together in different ways so that they recognize the strength and limitations of the models. The goal is to have the students come away not with a set rules, but a set of tools, which if used with judgment, can help the student arrive at reasonable conclusions.

Modern Critical Thinking Economics

Modern economics can mean different things to different people, and my interpretation of modern economics centers around critical thinking. Modern economics is based on the traditional models, but it subjects those models to critical thinking, and does not apply the models where they don't fit empirically. It focuses on the real world, rather than on abstract models.

To maintain that critical thinking approach, two principles stand out: (1) institutions and history are important in policy discussions and (2) good economics is open to dealing with all ideas. The mantra of modern critical thinking economics is, "Tell me something I don't already know, using whatever method works." Let me discuss each of these principles briefly.

viii ■ Preface ■

Institutions and History Are Important to Understand Policy

If one opens up Adam Smith's Wealth of Nations, John Stuart Mill's *Principles of Political Economy*, or Alfred Marshall's Principles of Economics, one will see economic analysis placed in historical and institutional context. The modern textbook template moved away from that, and in previous editions, I tried to return the principles of economics toward that broader template, presenting models in a historical and institutional context. This edition continues that emphasis on institutions and history. Modern work in game theory and strategic decision making is making it clear that the implications of economic reasoning depend on the institutional setting. To understand economics requires an understanding of existing institutions and the historical development of those institutions. In a principles course we don't have time to present much about history and institutions, but that does not preclude us from letting students know that we know that these issues are important. And that's what I try to do.

When I say that institutions and history are important, I am talking especially about economic policy. As I stated above, this text and the accompanying package is *not* designed for future economics majors. Most principles students aren't going to go on in economics. I write for students who will probably take only one or two economics courses in their lifetime. These students are interested in policy, and what I try to present to them is modern economic reasoning relevant to policy questions.

Because I think policy is so important in explaining how to apply economic reasoning, I utilize a distinction made by J.N. Keynes (John Maynard Keynes' father) and Classical economists generally. That distinction is between *theorems*—the deductive conclusions of models—and *precepts*—the considered judgments of economists about the policy implications of the models. I make it clear to students that models do not tell us what to do about policy—they give us theorems. Only when we combine the model's results with our understanding of institutions, our understanding of the social context, and the normative goals we want to achieve, can we arrive at policy conclusions embodied in precepts.

Openness to Various Views

While I present modern economics, I present it in such a way that is open to many different points of view. I don't present the material as "the truth" but simply as the conventional wisdom, the learning of which is a useful hurdle for all students to jump over. To encourage students to question conventional wisdom, at the end of each chapter

I include a set of questions—Questions from Alternative Perspectives—written by economists from a variety of different perspectives. These include Post-Keynesian, feminist, Austrian, Radical, Institutionalist, and religious perspectives. Each are described further in the "Distinguishing Features" section that follows the preface. The Radical questions come from the Dollars and Sense Collective, a group with whom I've worked to coordinate their readers (www.dollarsandsense.org/bookstore.html) with this text. I also often integrate Austrian ideas into my class; I find that *The Free Market* (www.mises.org) is a provocative resource.

I often pair an article in *The Free Market* with one in *Dollars and Sense* in my assignments to students for supplementary reading. Having students read both Radical and Austrian views, and then integrate those views into more middle-of-the-road, views is, for me, a perfect way to teach the principles course. (If I have a lot of radicals and libertarians in the class, I assign them articles that advocate more middle-of-the-road views.)

Teaching both Models and Critical Thinking

The goal in most principles courses is to teach students economic insights by presenting them a collection of models. Models are central to modern economics. Robert Solow nicely captured their importance when he said that, for better or worse, economics is a modeling science. This means that an important aspect of teaching students modern economics involves introducing them to the modeling approach to understanding the world. But teaching models, in my view, should be along the lines of Marshall, not Mas-Colell, Whinston, and Green. Marshall emphasized that economics was an approach to problems, not a body of confirmed truths.

In my view, the modeling method, not the models, is the most important to an economics class. In my presentation of models, I carefully try to guide students in the modeling method, rather than having them memorize truths from models. I carefully emphasize the limitations of the models and the assumptions that underlie them, and am constantly urging students to think beyond the models. This approach pushes the students a bit harder than the alternative, but it is, in my view, the best pedagogical approach; it is the critical thinking approach.

Changes to This Edition

The principles of economics are unchanging, but the problems to which those principles are applied are in a ■ Preface ■ ix

continual state of flux. The revisions in this edition reflect that state of flux. The largest revisions, by far, are in the macro sections of the book. Micro principles are much more stable, which means that most of the changes made in the micro chapters are on the margin. I modified some key terms here, and added clarifying material there where users told me a discussion was unclear, or where the profession has moved on in its thinking. For example, users told me that the discussion of technical and economic efficiency was subject to misinterpretation, so I reworked it. They also said that formally covering increasing and decreasing cost industries was really tough going for students, so I modified the coverage to focus on constant cost industries. Throughout the micro sections I incorporated more recent real-world examples wherever possible. This led to changes in the discussions of antitrust policy and government redistribution programs. But overall, in this edition the changes in micro have focused on updating and fine tuning, not instituting major changes.

The book was more significantly revised in the macro section, where problems of concern to economists and their policy thinking changes much more quickly than it does in micro. Specifically, the last edition was written in the aftermath of the 2008–2009 recession and financial crisis. At that time, economists were still struggling with developing unconventional monetary policy tools, and trying to focus on how to get the economy out of a recession. Since then, the economy has grown and unemployment has fallen. The current problem is that growth has been nowhere near as fast as desired, and the types of jobs created have been much lower wage jobs than wanted. The 10th edition revisions reflect that change in focus.

Here are some of the specific changes I made. The discussion of unemployment in Chapter 24 was revised to give more emphasis to alternative measures of unemployment since the concern about unemployment now extends beyond the standard rate. I also moved some of the discussion of measuring unemployment to Chapter 24 from Chapter 34, where it was previously covered. I made similar changes with the discussion of inflation indexes. I simplified that discussion and moved it from Chapter 35 to Chapter 25. Both those changes were made to allow early presentation of the basics, with the later chapters focusing more on extensions and deeper discussions.

The changes in policy focus also led to a number of changes. Specifically, the concern that inflation might accelerate was modified and replaced with a discussion reflecting concerns about deflation. More discussion and emphasis has been given to unconventional monetary policy in which negative interest rates, quantitative easing, and zero interest rate lower bounds are the norm rather than the

exception. I introduced those ideas in the last edition, and expand that coverage this 10th edition.

Another change in the macro presentation reflects a major change in policy focus in the past few years. Today there is a much stronger belief that slow growth—what in the book I call structural stagnation—has become deeply seated into the world economy, and that the slow growth problem is a different problem than the short-run fluctuation problem that the standard macro models were developed to highlight.

I handled the change in macro policy focus in the 9th edition by creating a chapter on structural stagnation that integrated structural issues into the AS/AD model. In response to user suggestions, I have now moved this chapter to appear later in the book and renamed the chapter "Structural Stagnation and Globalization" to capture the importance of globalization in the structural stagnation hypothesis. This chapter is now part of the international section which forms the last part of the macro book.

There are also a variety of small changes to keep the text up to date; data has all been updated and references to time sensitive issues changed. But, overall, this 10th edition is similar in structure to the 9th edition that reflects the essential character of the text since the beginning. That essential character involves blending the teaching of *big-think* issues with the teaching of building blocks.

People to Thank

Let me conclude this preface by thanking the hundreds of people who have offered suggestions, comments, kudos, and criticism on this project since its inception. This book would not be what it is without their input. So many people have contributed to this text in so many ways that I cannot thank everyone. So, to all the people who helped—many, many thanks. I specifically want to thank the tenth edition reviewers, whose insightful comments kept me on track. Reviewers include:

Catherine M. Chambers
University of Central Missouri
Frankie P. Albritton Jr.
Seminole State College
Paul Chambers
University of Central Missouri
B. Andrew Chupp
Georgia Institute of Technology
Diane Cunningham
Los Angeles Valley College
Gregory E. DeFreitas
Hofstra University
John P. Finnigan
Marist College

x ■ Preface ■

Bernhard Georg Gunter American University Benjamin Leyden University of Virginia Victoria Miller

Akin Technical College

ABM E. Nasir North Carolina Central University

Christina Ann Robinson
Central Connecticut State University

William Shambora

Ohio University

Mark Griffin Smith

Colorado College

Don Uy-Barreta

De Anza College

Kenneth Woodwa

Kenneth Woodward Saddleback College

In addition to the comments of the formal reviewers listed above, I have received helpful suggestions, encouragement, and assistance from innumerable individuals via e-mails, letters, symposia, and focus groups. Their help made this edition even stronger than its predecessor. They include James Wetzel, Virginia Commonwealth University; Dmitry Shishkin, Georgia State University; Amy Cramer, Pima Community College-West; Andrea Terzi, Franklin College; Shelby Frost, Georgia State University; Doris Geide-Stevenson, Weber State University; James Chasey, Advanced Placement Economics Teaching Consultant and Homewood-Flossmoor High School (ret.); David Tufte, Southern Utah University; Eric Sarpong, Georgia State University; Jim Ciecka, DePaul University; Fran Bradley, George School; Ron Olive, University of Massachusetts-Lowell; Rachel Kreier, Hofstra University; Kenneth Elzinga, University of Virginia; Ben Leyden, University of Virginia; Poul Thøis Madse, Danmarks Medie—OG Journalistehojskole; Rich Tarmey, Colorado Mountain College; Michael Mandelberg, Stuart Webber, Trinity Lutheran College; Bob Rogers, Ashland University, Zackery Hansen, Southern Utah University; and Matt Gaffney, Missouri State University.

I want to give a special thank-you to the supplement authors and subject matter experts including Shannon Aucoin, the University of Louisiana at Lafayette; Edward Gullason, Dowling College; Peggy Dalton, Frostburg State University; Feng Yao, University of West Virginia; Frankie P. Albritton Jr., Seminole State University; Kenneth Woodward, Saddleback College; and Paul Aaron Fisher, Henry Ford Community College. They all did an outstanding job.

I'd also like to thank the economists who wrote the alternative perspective questions. These include Ann Mari May of the University of Nebraska–Lincoln, John Miller of Wheaton College, Dan Underwood of Peninsula College, Ric Holt of Southern Oregon University, and Bridget Butkevich of George Mason University. I enjoyed working with each of them, and while their views often differed substantially, they were all united in wanting questions that showed economics as a pluralist field that encourages students to question the text from all perspectives.

I have hired numerous students to check aspects of the book, to read over my questions and answers to questions, and to help proofread. For this edition, these include Jenna Danielle Marotta, Andrew Pester, Christian Alexander Schmitt, Trish Singh, and Santiago Navarro Roby. I thank them all.

A special thank-you for this edition goes to two people. The first is Jenifer Gamber, whose role in the book cannot be overestimated. She helped me clarify its vision by providing research, critiquing expositions and often improving them, and being a good friend. She has an amazing set of skills, and I thank her for using them to improve the book. The second is Christina Kouvelis, who came into this project and with her hard work, dedication, and superb ability made it possible to get the book done on time. She and Jenifer are two amazing women.

Next, I want to thank the entire McGraw-Hill team, including James Heine, managing director; Katie Hoenicke, senior brand manager; Christina Kouvelis, senior product developer; Harvey Yep, project manager (core); Bruce Gin, project manager (assessment); Susan Gottfried, copyeditor; Peter deLissovoy, proofreader. Egzon Shaqiri, designer; Virgil Lloyd, marketing manager, Dave O'Donnell, marketing specialist, and Doug Ruby, director of digital content. All of them have done a superb job, for which I thank them sincerely.

Finally, I want to thank Pat, my wife, and my sons, Kasey and Zach, for helping me keep my work in perspective, and for providing a loving environment in which to work.

Distinguishing Features

Margin Comments

Located throughout the text in the margin, these key takeaways underscore and summarize the importance of the material, at the same time helping students focus on the most relevant topics critical to their understanding.

Margin Questions

These self-test questions are presented in the margin of the chapter to enable students to determine whether the preceding material has been understood and to reinforce understanding before students read further. Answers to Margin Questions are found at the end of each chapter.

Web Notes

This feature extends the text discussion onto the web. Web Notes are housed within Connect and featured in SmartBook.

Podcasts

Written and recorded by Robert Guell of Indiana State University, more than 50 three- to five-minute audio clips delve deeper into the concepts. The audio clips are featured in SmartBook and are also housed within Connect.

Issues to Ponder

Each chapter ends with a set of Issues to Ponder questions that are designed to encourage additional economic thinking and application.

Questions from Alternative Perspectives

The end-of-chapter material includes a number of questions that ask students to assess economics from alternative perspectives. Specifically, six different approaches are highlighted: Austrian, Post-Keynesian, Institutionalist, Radical, feminist, and religious. Below are brief descriptions of each group.

Austrian Economists

Austrian economists believe in methodological individualism, by which they mean that social goals are best met through voluntary, mutually beneficial interactions. Lack of information and unsolvable incentive problems undermine the ability of government to plan, making the market the best method for coordinating economic activity. Austrian economists oppose state intrusion into private property and private activities. They are not economists from Austria; rather, they are economists from anywhere who follow the ideas of Ludwig von Mises and Friedrich Hayek, two economists who were from Austria.

Austrian economists are sometimes classified as conservative, but they are more appropriately classified as libertarians, who believe in liberty of individuals first and in other social goals second. Consistent with their views, they are often willing to support what are sometimes considered radical ideas, such as legalizing addictive drugs or eliminating our current monetary system—ideas that most mainstream economists would oppose. Austrian economists emphasize the uncertainty in the economy and the inability of a government controlled by self-interested politicians to undertake socially beneficial policy.

Institutionalist Economists

Institutionalist economists argue that any economic analysis must involve specific considerations of institutions. The lineage of Institutionalist economics begins with the pioneering work of Thorstein Veblen, John R. Commons, and Wesley C. Mitchell. Veblen employed evolutionary analysis to explore the role of institutions in directing and retarding the economic process. He saw human behavior driven by cultural norms and conveyed the way in which they were with sardonic wit and penetrating insight, leaving us with enduring metaphors such as the leisure class and conspicuous consumption. Commons argued that institutions are social constructs that improve general welfare. Accordingly, he established cooperative investigative programs to support pragmatic changes in the legal structure of government. Mitchell was a leader in developing economics as an empirical study; he was a keen observer of the business cycle and argued that theory must be informed by systematic attention to empirical data, or it was useless.

xii ■ Preface ■

Contemporary Institutionalists employ the founders' "trilogy"—empirically informed, evolutionary analysis, directed toward pragmatic alteration of institutions shaping economic outcomes—in their policy approach.

Radical Economists

Radical economists believe substantial equality-preferring institutional changes should be implemented in our economic system. Radical economists evolved out of Marxian economics. In their analysis, they focus on the lack of equity in our current economic system and on institutional changes that might bring about a more equitable system. Specifically, they see the current economic system as one in which a few people—capitalists and high-level managers—benefit enormously at the expense of many people who struggle to make ends meet in jobs that are unfulfilling or who even go without work at times. They see the fundamental instability and irrationality of the capitalist system at the root of a wide array of social ills that range from pervasive inequality to alienation, racism, sexism, and imperialism. Radical economists often use a class-oriented analysis to address these issues and are much more willing to talk about social conflict and tensions in our society than are mainstream economists.

A policy favored by many Radicals is the establishment of worker cooperatives to replace the corporation. Radicals argue that such worker cooperatives would see that the income of the firm is more equitably allocated. Likewise, Radical economists endorse policies, such as universal health care insurance, that conform to the ethic of "putting people before profits."

Feminist Economists

Feminist economics offers a substantive challenge to the content, scope, and methodology of mainstream economics. Feminist economists question the boundaries of what we consider economics to be and examine social arrangements surrounding provisioning. Feminist economists have many different views, but all believe that in some way traditional economic analysis misses many important issues pertaining to women.

Feminist economists study issues such as how the institutional structure tends to direct women into certain types of jobs (generally low-paying jobs) and away from other types of jobs (generally high-paying jobs). They draw our attention to the unpaid labor performed by women throughout the world and ask, "What would GDP look like if women's work were given a value and included?" They argue for an expansion in the content of

economics to include women as practitioners and as worthy of study and for the elimination of the masculine bias in mainstream economics. Is there such a bias? To see it, simply compare the relative number of women in your economics class to the relative number of women at your school. It is highly likely that your class has relatively more men. Feminist economists want you to ask why that is, and whether anything should be done about it.

Religious Economists

Religion is the oldest and, arguably, the most influential institution in the world—be it Christianity, Islam, Judaism, Buddhism, Hinduism, or any of the many other religions in the world. Modern science, of which economics is a part, emphasizes the rational elements of thought. It attempts to separate faith and normative issues from rational analysis in ways that some religiously oriented economists find questionable. The line between a religious and non-religious economist is not hard and fast; all economists bring elements of their ethical considerations into their analysis. But those we call "religious economists" integrate the ethical and normative issues into economic analysis in more complex ways than the ways presented in the text.

Religiously oriented economists have a diversity of views; some believe that their views can be integrated reasonably well into standard economics, while others see the need for the development of a distinctive faith-based methodology that focuses on a particular group of normative concerns centered on issues such as human dignity and caring for the poor.

Post-Keynesian Economists

Post-Keynesian economists believe that uncertainty is a central issue in economics. They follow J. M. Keynes' approach more so than do mainstream economists in emphasizing institutional imperfections in the economy and the importance of fundamental uncertainty that rationality cannot deal with. They agree with Institutionalists that the study of economics must emphasize and incorporate the importance of social and political structure in determining market outcomes.

While their view about the importance of uncertainty is similar to the Austrian view, their policy response to that uncertainty is quite different. They do not see uncertainty as eliminating much of government's role in the economy; instead, they see it leading to policies in which government takes a larger role in guiding the economy.

Supplements

McGraw-Hill has established a strong history of top-rate supplements to accompany this text, and this tenth edition strives to carry on the tradition of excellence. The following ancillaries are available for quick download and convenient access via the Instructor Resource material available through McGraw-Hill Connect®.

Solutions Manual

Prepared by Jenifer Gamber and me, this manual provides answers to all end-of-chapter questions—the Questions and Exercises, Questions from Alternative Perspectives, and Issues to Ponder.

Test Banks

The test bank contains more than 5,600 unique quality multiple choice and true-false questions for instructors to draw from in their classrooms. Jenifer Gamber and I have worked diligently to make sure that the questions are clear and useful. Each question is categorized by learning objective, level of difficulty, economic concept, AACSB learning categories, and Bloom's Taxonomy objectives. Questions were reviewed by professors and students alike to ensure that each one was effective for classroom use. All of the test bank content is available for assigning within Connect. An essay only test bank, organized by chapter, will be available via the Instructor Resource material available within Connect.

PowerPoint Presentations

Shannon Aucoin of the University of Louisiana at Lafayette and Edward Gullason of Dowling College worked tirelessly to revise the PowerPoint slide program, animating graphs and emphasizing important concepts. Each chapter has been scrutinized to ensure an accurate, direct connection to the text.

Problem Sets

Additional problems sets accompany each chapter, which can be assigned to students either for practice or assessment. They are also included as extra assessment content available within Connect.

Study Guide

A traditional printed study guide—written by Jenifer Gamber and me—provides a wide range of activities and questions (with answers and explanations) that review the central concepts of each chapter. Split versions of the study guide are

available and can be packaged with this text. You can also customize the study guide to suit your course needs on Create, McGraw-Hill's custom publishing platform.

Assurance of Learning Ready

Many educational institutions today are focused on the notion of assurance of learning, an important element of some accreditation standards. Economics, 10/e is designed specifically to support your assurance of learning initiatives with a simple yet powerful solution.

Instructors can use *Connect* to easily query for learning outcomes/objectives that directly relate to the learning objectives of the course. You can then use the reporting features of *Connect* to aggregate student results in similar fashion, making the collection and presentation of assurance of learning data simple and easy.

AACSB Statement

McGraw-Hill Global Education is a proud corporate member of AACSB International. Understanding the importance and value of AACSB accreditation, the author of *Economics*, 10/e, has sought to recognize the curricula guidelines detailed in the AACSB standards for business accreditation by connecting questions in the test bank and end-of-chapter material to the general knowledge and skill guidelines found in the AACSB standards.

It is important to note that the statements contained in *Economics*, *10/e* are provided only as a guide for the users of this text. The AACSB leaves content coverage and assessment within the purview of individual schools, the mission of the school, and the faculty. While *Economics*, *10/e* and the teaching package make no claim of any specific AACSB qualification or evaluation, we have within *Economics*, *10/e* labeled selected questions according to the general knowledge and skills areas.

McGraw-Hill Customer Care Contact Information

At McGraw-Hill, we understand that getting the most from new technology can be challenging. That's why our services don't stop after you purchase our products. You can e-mail our Product Specialists 24 hours a day to get product-training online. Or you can search our knowledge bank of Frequently Asked Questions on our support website. For Customer Support, call **800-331-5094** or visit **www.mhhe.com/support.** One of our Technical Support Analysts will be able to assist you in a timely fashion.



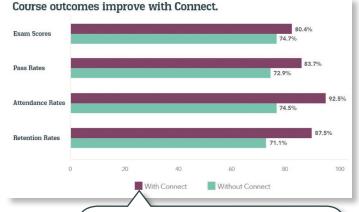
Required=Results



McGraw-Hill Connect® Learn Without Limits

Connect is a teaching and learning platform that is proven to deliver better results for students and instructors.

Connect empowers students by continually adapting to deliver precisely what they need, when they need it, and how they need it, so your class time is more engaging and effective.



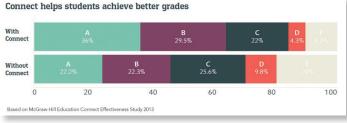
88% of instructors who use **Connect** require it; instructor satisfaction **increases** by 38% when **Connect** is required.

Using Connect improves passing rates by 10.8% and retention by 16.4%.

Analytics

Connect Insight®

Connect Insight is Connect's new one-of-a-kind visual analytics dashboard—now available for both instructors and students—that provides at-a-glance information regarding student performance, which is immediately actionable. By presenting assignment, assessment, and topical performance results together with a time metric that is easily visible for aggregate or individual results, Connect Insight gives the user the ability to take a just-in-time approach to teaching and learning, which was never before available. Connect Insight presents data that empowers students and helps instructors improve class performance in a way that is efficient and effective.



Students can view their results for any **Connect** course.

Mobile-

Connect's new, intuitive mobile interface gives students and instructors flexible and convenient, anytime—anywhere access to all components of the Connect platform.



Adaptive



©Getty Images/iStockphoto

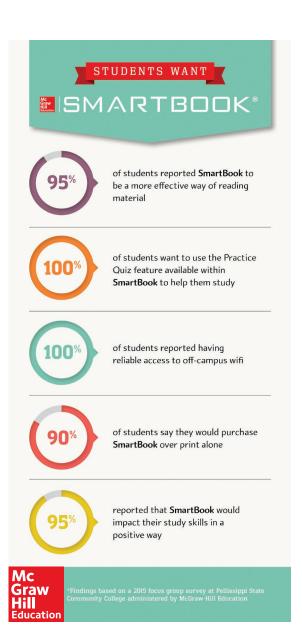
More students earn **A's** and **B's** when they use McGraw-Hill Education **Adaptive** products.

SmartBook®

Proven to help students improve grades and study more efficiently, SmartBook contains the same content found within the print book, but actively tailors that content to the needs of the individual. SmartBook's adaptive technology provides precise, personalized instruction on what the student should do next, guiding the student to master and remember key concepts, targeting gaps in knowledge and offering customized feedback, driving the student toward comprehension and retention of the subject matter. Available on smartphones and tablets, SmartBook puts learning at the student's fingertips—anywhere, anytime.

Over **4 billion questions** have been answered making McGraw-Hill Education products more intelligent, reliable & precise.

THE FIRST AND ONLY ADAPTIVE READING EXPERIENCE DESIGNED TO TRANSFORM THE WAY STUDENTS READ



Brief Contents

PART I INTRODUCTION: THINKING LIKE AN ECONOMIST

- Economics and Economic Reasoning 4
- The Production Possibility Model, Trade, and Globalization 24
 - Appendix: Graphish: The Language of Graphs 42
- 3 **Economic Institutions 51**Appendix: The History of Economic Systems 71
- 4 Supply and Demand 77
- Using Supply and Demand 100
 Appendix: Algebraic Representation of Supply,
 Demand, and Equilibrium 116

PART II MICROECONOMICS

THE POWER OF TRADITIONAL ECONOMIC MODELS

- 6 Describing Supply and Demand: Elasticities 122
- 7 Taxation and Government Intervention 142
- 8 Market Failure versus Government Failure 162
- 8W Politics and Economics: The Case of Agricultural Markets 183

II INTERNATIONAL ECONOMIC POLICY ISSUES

- 9 Comparative Advantage, Exchange Rates, and Globalization 184
- 10 International Trade Policy 203

III PRODUCTION AND COST ANALYSIS

- 11 Production and Cost Analysis I 224
- 12 Production and Cost Analysis II 243
 Appendix: Isocost/Isoquant Analysis 260

IV MARKET STRUCTURE

- 13 Perfect Competition 265
- 14 Monopoly and Monopolistic Competition 285 Appendix: The Algebra of Competitive and Monopolistic Firms 310
- 15 Oligopoly and Antitrust Policy 312
- 16 Real-World Competition and Technology 331

V FACTOR MARKETS

- Work and the Labor Market 351Appendix: Derived Demand 375
- 17W Nonwage and Asset Income: Rents, Profits, and Interest 381
- 18 Who Gets What? The Distribution of Income 382

VI CHOICE AND DECISION MAKING

19 The Logic of Individual Choice: The Foundation of Supply and Demand 407 Appendix: Indifference Curve Analysis 427

20 Game Theory, Strategic Decision Making, and Behavioral Economics 432

Appendix: Game Theory and Oligopoly 452

VII MODERN ECONOMIC THINKING

- 21 Thinking Like a Modern Economist 457
- 22 Behavioral Economics and Modern Economic Policy 483
- 23 Microeconomic Policy, Economic Reasoning, and Beyond 501

PART III MACROECONOMICS

I MACROECONOMIC BASICS

- 24 Economic Growth, Business Cycles, and Unemployment 522
- 25 Measuring and Describing the Aggregate Economy 543

II POLICY MODELS

- 26 The Keynesian Short-Run Policy Model: Demand-Side Policies 567
- 26W The Multiplier Model 593
- 27 The Classical Long-Run Policy Model: Growth and Supply-Side Policies 594

III FINANCE, MONEY, AND THE ECONOMY

- 28 The Financial Sector and the Economy 615
 Appendix: A Closer Look at Financial Assets and
 Liabilities 636
- 29 Monetary Policy 642
- 30 Financial Crises, Panics, and Unconventional Monetary Policy 664

IV TAXES, BUDGETS, AND FISCAL POLICY

- 31 Deficits and Debt: The Austerity Debate 684
- 32 The Fiscal Policy Dilemma 700

V MACROECONOMIC PROBLEMS

- 33 Jobs and Unemployment 719
- 34 Inflation, Deflation, and Macro Policy 737

VI INTERNATIONAL MACROECONOMIC POLICY ISSUES

- 35 International Financial Policy 759
 - Appendix: History of Exchange Rate Systems 783
- 36 Macro Policy in a Global Setting 786
- Structural Stagnation and Globalization 801
 Appendix: Creating a Targeted Safety Net to Help the Least Well Off 823
- 38 Macro Policy in Developing Countries 825

Contents

PART I

INTRODUCTION: THINKING LIKE AN ECONOMIST

1 Economics and Economic Reasoning 4

What Economics Is 4

Scarcity 5

Microeconomics and Macroeconomics 5

A Guide to Economic Reasoning 6

Marginal Costs and Marginal Benefits 7 The Economic Decision Rule 8 Economics and Passion 8 Opportunity Cost 9

Economic Forces, Social Forces, and Political Forces 11

Economic and Market Forces 11 Social and Political Forces 11

Using Economic Insights 13

The Invisible Hand Theorem 14 Economic Theory and Stories 15 Economic Institutions 15

Economic Policy Options 16

Objective Policy Analysis 17 Policy and Social and Political Forces 19

Conclusion 19

Summary, Key Terms, Questions and Exercises, Questions from Alternative Perspectives, Issues to Ponder, Answers to Margin Questions 20–23

2 The Production Possibility Model, Trade, and Globalization 24

The Production Possibilities Model 24

A Production Possibility Curve for an Individual 24 Increasing Opportunity Costs of the Trade-off 25

Comparative Advantage 27

Efficiency 28 Distribution and Productive Efficiency 28 Examples of Shifts in the PPC 30

Trade and Comparative Advantage 30

Markets, Specialization, and Growth 32 The Benefits of Trade 32

Globalization and the Law of One Price 34

Globalization 34
Exchange Rates and Comparative Advantage 36
The Law of One Price 37
Globalization and the Timing of Benefits

Conclusion 38

of Trade 37

Summary, Key Terms, Questions and Exercises, Questions from Alternative Perspectives, Issues to Ponder, Answers to Margin Questions 38–41

Appendix: Graphish: The Language of Graphs 42

3 Economic Institutions 51

Economic Systems 52

How Markets Work 52 What's Good about the Market? 53 Capitalism and Socialism 53

Economic Institutions in a Market Economy 55

Business 56 Households 59

The Roles of Government 61

Government as an Actor 61 Government as a Referee 62 Specific Roles for Government 63 Market Failures and Government Failures 65

Global Institutions 66

Global Corporations 66 Coordinating Global Issues 66

Conclusion 67

Summary, Key Terms, Questions and Exercises, Questions from Alternative Perspectives, Issues to Ponder, Answers to Margin Questions 68–71

Appendix: The History of Economic Systems 71

4 Supply and Demand 77

Demand 77

The Law of Demand 78
The Demand Curve 78

■ Contents ■ xix

Shifts in Demand versus Movements along a
Demand Curve 79
Some Shift Factors of Demand 80
The Demand Table 81
From a Demand Table to a Demand Curve 81
Individual and Market Demand Curves 82

Supply 84

The Law of Supply 84
The Supply Curve 85
Shifts in Supply versus Movements along a
Supply Curve 85
Shift Factors of Supply 86
The Supply Table 87
From a Supply Table to a Supply Curve 87
Individual and Market Supply Curves 87

The Interaction of Supply and Demand 88

Equilibrium 89
The Graphical Interaction of Supply
and Demand 90
What Equilibrium Isn't 90
Political and Social Forces and Equilibrium 91
Shifts in Supply and Demand 92

A Limitation of Supply/Demand Analysis 94

Conclusion 94

Summary, Key Terms, Questions and Exercises, Questions from Alternative Perspectives, Issues to Ponder, Answers to Margin Questions 95–99

5 Using Supply and Demand 100

Real-World Supply and Demand Applications 100

Government Intervention: Price Ceilings and Price Floors 103

Price Ceilings 103 Price Floors 105

Government Intervention: Excise Taxes

and Tariffs 107

Government Intervention: Quantity

Restrictions 108

Third-Party-Payer Markets 110

Conclusion 111

Summary, Key Terms, Questions and Exercises, Questions from Alternative Perspectives, Issues to Ponder, Answers to Margin Questions 111–115

Appendix: Algebraic Representation of Supply, Demand, and Equilibrium 116



MICROECONOMICS

SECTION I THE POWER OF TRADITIONAL ECONOMIC MODELS

6 Describing Supply and Demand: Elasticities 122

Price Elasticity 122

What Information Price Elasticity Provides 123
Classifying Demand and Supply as Elastic or
Inelastic 123
Elasticity Is Independent of Units 123
Calculating Elasticities 124
Other Examples 126
Elasticity Is Not the Same as Slope 126
Five Terms to Describe Elasticity 128

Substitution and Elasticity 128

Substitution and Demand 129 How Substitution Factors Affect Specific Decisions 130

Elasticity, Total Revenue, and Demand 131

Total Revenue along a Demand Curve 132

Income and Cross-Price Elasticity 133

Income Elasticity of Demand 133 Cross-Price Elasticity of Demand 134 Some Examples 135

The Power of Supply/Demand Analysis 136

When Should a Supplier Not Raise Price? 136 Elasticity and Shifting Supply and Demand 137

Conclusion 137

Summary, Key Terms, Questions and Exercises, Questions from Alternative Perspectives, Issues to Ponder, Answers to Margin Questions 138–141

7 Taxation and Government Intervention 142

Producer and Consumer Surplus 142

Burden of Taxation 144

Who Bears the Burden of a Tax? 146
Tax Incidence and Current Policy Debates 148

Government Intervention as Implicit Taxation 150

Price Ceilings and Floors 150

The Difference between Taxes and Price Controls 151

xx Contents

Rent Seeking, Politics, and Elasticities 151

Inelastic Demand and Incentives to Restrict Supply 153 Inelastic Supplies and Incentives to Restrict Prices 154 The Long-Run/Short-Run Problem of Price Controls 154

Conclusion 157

Summary, Key Terms, Questions and Exercises, Questions from Alternative Perspectives, Issues to Ponder, Answers to Margin Questions 157–161

8 Market Failure versus Government Failure 162

Externalities 162

A Negative Externality Example 164 A Positive Externality Example 165

Alternative Methods of Dealing with Externalities 165

Direct Regulation 165 Incentive Policies 166 Voluntary Reductions 168 The Optimal Policy 168

Public Goods 169

The Market Value of a Public Good 169 Excludability and the Costs of Pricing 171

Informational and Moral Hazard Problems 172

Signaling and Screening 173

Policies to Deal with Informational Problems 173

Government Failure and Market Failures 176

Conclusion 178

Summary, Key Terms, Questions and Exercises, Questions from Alternative Perspectives, Issues to Ponder, Answers to Margin Questions 178–182

8W Politics and Economics: The Case of Agricultural Markets 183 and 8W-1

The Good/Bad Paradox in Agriculture 8W-2

The Long-Run Decline of Farming 8W-2
The Short-Run Cyclical Problem Facing Farmers 8W-3
The Difficulty of Coordinating Farm Production 8W-4
Ways around the Good/Bad Paradox 8W-4
The General Rule of Political Economy 8W-4

Four Price Support Options 8W-5

Supporting the Price by Regulatory Measures 8W-6
Providing Economic Incentives to Reduce Supply 8W-8
Subsidizing the Sale of the Good 8W-8
Buying Up and Storing, Giving Away, or Destroying
the Good 8W-9
Which Group Prefers Which Option? 8W-9

Economics, Politics, and Real-World Policies 8W-10

Interest Groups 8W-10 International Issues 8W-11

Conclusion 8W-12

Summary, Key Terms, Questions and Exercises, Questions from Alternative Perspectives, Issues to Ponder, Answers to Margin Questions 8W-12-8W-15

SECTION II INTERNATIONAL ECONOMIC POLICY ISSUES

9 Comparative Advantage, Exchange Rates, and Globalization 184

The Principle of Comparative Advantage 184

The Gains from Trade 184
Dividing Up the Gains from Trade 186

Why Economists and Laypeople Differ in Their Views of Trade 188

Gains Are Often Stealth 188 Opportunity Cost Is Relative 188 Trade Is Broader Than Manufactured Goods 188 Trade Has Distributional Effects 189

Sources of U.S. Comparative Advantage 190

Some Concerns about the Future 192
Inherent and Transferable Sources of
Comparative Advantages 192
The Law of One Price 192
How the United States Gained and Is Now Losing Sources
of Comparative Advantage 193
Methods of Equalizing Trade Balances 193

Determination of Exchange Rates and Trade 194

Exchange Rates and Trade 196 Some Complications in Exchange Rates 197

Conclusion 198

Summary, Key Terms, Questions and Exercises, Questions from Alternative Perspectives, Issues to Ponder, Answers to Margin Questions 198–202

10 International Trade Policy 203

The Nature and Patterns of Trade 203

Increasing but Fluctuating World Trade 203
Differences in the Importance of Trade 203
What and with Whom the United States Trades 204
Debtor and Creditor Nations 206

Varieties of Trade Restrictions 208

Tariffs and Quotas 208 Voluntary Restraint Agreements 210 ■ Contents ■ xxi

Embargoes 210
Regulatory Trade Restrictions 211
Nationalistic Appeals and "Buy Domestic"
Requirements 211

Reasons for Trade Restrictions 211

Unequal Internal Distribution of the

Gains from Trade 212

Haggling by Companies over the

Gains from Trade 213

Haggling by Countries over Trade Restrictions 214

Specialized Production 214

Macroeconomic Costs of Trade 216

National Security 216

International Politics 216

Increased Revenue Brought in by Tariffs 217

Why Economists Generally Oppose

Trade Restrictions 217

Institutions Supporting Free Trade 218

Conclusion 220

Summary, Key Terms, Questions and Exercises, Questions from Alternative Perspectives, Issues to Ponder, Answers to Margin Questions 221–223

SECTION III PRODUCTION AND COST ANALYSIS

11 Production and Cost Analysis I 224

The Role of the Firm 225

Firms Maximize Profit 225

The Difference between Economists' Profits and Accountants' Profits 225

The Production Process 227

The Long Run and the Short Run 228

Production Tables and Production Functions 228

The Law of Diminishing Marginal Productivity 229

The Costs of Production 230

Fixed Costs, Variable Costs, and Total Costs 230

Average Costs 231

Marginal Cost 232

Graphing Cost Curves 233

Total Cost Curves 233

Average and Marginal Cost Curves 234

Intermission 237

Summary, Key Terms, Questions and Exercises, Questions from Alternative Perspectives, Issues to Ponder, Answers to Margin Questions 238–242

12 Production and Cost Analysis II 243

Technical Efficiency and Economic Efficiency 243

The Shape of the Long-Run Cost Curve 244

Economies of Scale 244

Diseconomies of Scale 246

Constant Returns to Scale 248

The Importance of Economies and

Diseconomies of Scale 248

Envelope Relationship 248

Entrepreneurial Activity and the Supply Decision 250

Using Cost Analysis in the Real World 251

Economies of Scope 251

Learning by Doing and Technological Change 252

Many Dimensions 255

Unmeasured Costs 255

The Standard Model as a Framework 256

Conclusion 256

Summary, Key Terms, Questions and Exercises, Questions from Alternative Perspectives, Issues to Ponder, Answers to Margin Questions 257–260

Appendix: Isocost/Isoquant Analysis 260

SECTION IV MARKET STRUCTURE

13 Perfect Competition 265

Perfect Competition as a Reference Point 265

Conditions for Perfect Competition 265

Demand Curves for the Firm and the Industry 266

The Profit-Maximizing Level of Output 266

Marginal Revenue 267

Marginal Cost 267

Profit Maximization: MC = MR 268

The Marginal Cost Curve Is the Supply Curve 269

Firms Maximize Total Profit 270

Total Profit at the Profit-Maximizing Level of Output 271

Determining Profit from a Table of Costs and

Revenue 271

Determining Profit from a Graph 272

The Shutdown Point 274

Short-Run Market Supply and Demand 275

Long-Run Competitive Equilibrium: Zero Profit 275

Adjustment from the Short Run to the Long Run 277

An Increase in Demand 277

Long-Run Market Supply 278

An Example in the Real World 279

xxii ■ Contents ■

Conclusion 280

Summary, Key Terms, Questions and Exercises, Questions from Alternative Perspectives, Issues to Ponder, Answers to Margin Questions 280–284

14 Monopoly and Monopolistic Competition 285

The Key Difference between a Monopolist and a Perfect Competitor 285

A Model of Monopoly 286

Determining the Monopolist's Price and Output Numerically 286

Determining Price and Output Graphically 287 Comparing Monopoly and Perfect Competition 289

An Example of Finding Output and Price 289

Profits and Monopoly 290

Welfare Loss from Monopoly 292

The Normal Monopolist 292

The Price-Discriminating Monopolist 293

Barriers to Entry and Monopoly 294

Natural Ability 296

Natural Monopolies 296

Government-Created Monopolies 298

Government Policy and Monopoly: AIDS Drugs 298

Monopolistic Competition 299

Characteristics of Monopolistic Competition 299

Advertising and Monopolistic Competition 301

Output, Price, and Profit of a Monopolistic

Competitor 302

Comparing Monopoly, Monopolistic Competition and Perfect Competition 303

Conclusion 304

Summary, Key Terms, Questions and Exercises, Questions from Alternative Perspectives, Issues to Ponder, Answers to Margin Questions 305–310

Appendix: The Algebra of Competitive and Monopolistic Firms 310

15 Oligopoly and Antitrust Policy 312

The Distinguishing Characteristics of Oligopoly 312 Models of Oligopoly Behavior 313

The Cartel Model 313

The Contestable Market Model 315

Comparison of the Contestable Market Model and the Cartel Model 316

Classifying Industries and Markets in Practice 317

The North American Industry Classification System 317

Empirical Measures of Industry Structure 319
Conglomerate Firms and Bigness 320
Oligopoly Models and Empirical Estimates of Market
Structure 320

Antitrust Policy 321

Judgment by Performance or Structure? 321

Standard Oil: Judging Market Competitiveness by Performance 322

The ALCOA Case: Judging Market Competitiveness by Structure 322

Judging Markets by Structure and Performance: The Reality 322

The Role of Antitrust in Today's Economy 324 Assessment of U.S. Antitrust Policy 326

Conclusion 326

Summary, Key Terms, Questions and Exercises, Questions from Alternative Perspectives, Issues to Ponder, Answers to Margin Questions 327–330

16 Real-World Competition and Technology 331

The Goals of Real-World Firms and the Monitoring Problem 332

Short-Run versus Long-Run Profit 332

The Problem with Profit Maximization 332

What Do Real-World Firms Maximize? 334

The Lazy Monopolist and X-Inefficiency 335

The Fight between Competitive and Monopolistic Forces 337

How Monopolistic Forces Affect Perfect Competition 337 Economic Insights and Real-World Competition 338

How Competitive Forces Affect Monopoly 338 Competition and Natural Monopoly 339

How Firms Protect Their Monopolies 341

Cost/Benefit Analysis of Creating and Maintaining Monopolies 341

Establishing Market Position 342

Technology, Efficiency, and Market Structure 343

Perfect Competition and Technology 343

Monopolistic Competition and Technology 344

Monopoly and Technology 344

Oligopoly and Technology 344

Network Externalities, Standards, and Technological Lock-In 345

Conclusion 346

Summary, Key Terms, Questions and Exercises, Questions from Alternative Perspectives, Issues to Ponder, Answers to Margin Questions 347–350

■ Contents ■ xxiii

SECTION V FACTOR MARKETS

17 Work and the Labor Market 351

The Supply of Labor 352

Real Wages and the Opportunity Cost of Work 353
The Supply of Labor and Nonmarket Activities 353
Income Taxation, Work, and Leisure 354
The Elasticity of the Supply of Labor 355
Immigration and the International Supply of Labor 356

The Derived Demand for Labor 356

Factors Influencing the Elasticity of Demand for Labor 357 Labor as a Factor of Production 357 Shift Factors of Demand 357

Determination of Wages 360

Imperfect Competition and the Labor Market 361 Political and Social Forces and the Labor Market 362 Fairness and the Labor Market 363

Discrimination and the Labor Market 364

Three Types of Direct Demand-Side Discrimination 365 Institutional Discrimination 366

The Evolution of Labor Markets 367

Evolving Labor Laws 367 Unions and Collective Bargaining 368 The Labor Market and You 369

Conclusion 370

Summary, Key Terms, Questions and Exercises, Questions from Alternative Perspectives, Issues to Ponder, Answers to Margin Questions 371–374

Appendix: Derived Demand 375

17W Nonwage and Asset Income: Rents, Profits, and Interest 381 and 17W-1

Rent 17W-2

The Effect of a Tax on Land 17W-3 Quasi Rents 17W-4 Rent Seeking and Institutional Constraints 17W-5

Profit 17W-6

Profit, Entrepreneurship, and Disequilibrium Adjustment 17W-6 Market Niches, Profit, and Rent 17W-6

Interest 17W-7

The Present Value Formula 17W-8

Some Rules of Thumb for Determining Present
Value 17W-8

The Importance of Present Value 17W-10

The Marginal Productivity Theory of Income Distribution 17W-11

Conclusion 17W-12

Summary, Key Terms, Questions and Exercises, Questions from Alternative Perspectives, Issues to Ponder, Answers to Margin Questions 17W-12–17W-14

18 Who Gets What? The Distribution of Income 382

Measuring the Distribution of Income, Wealth, and Poverty 383

The Lorenz Curve 383 U.S. Income Distribution over Time 384 Defining Poverty 386 International Dimensions of Income Inequality 389 The Distribution of Wealth 391

Socioeconomic Dimensions of Income and Wealth Inequality 392

Income Distribution According to Socioeconomic Characteristics 392

Income Distribution According to Class 393

Income Distribution and Fairness 395

Philosophical Debates about Equality and Fairness 395 Fairness and Equality 396 Fairness as Equality of Opportunity 396

The Problems of Redistributing Income 397

Three Important Side Effects of Redistributive Programs 397 Politics, Income Redistribution, and Fairness 398

Income Redistribution Policies 398
How Successful Have Income Redistribution
Programs Been? 402

Conclusion 403

Summary, Key Terms, Questions and Exercises, Questions from Alternative Perspectives, Issues to Ponder, Answers to Margin Questions 403–406

SECTION VI CHOICE AND DECISION MAKING

19 The Logic of Individual Choice: The Foundation of Supply and Demand 407

Rational Choice Theory 407

Total Utility and Marginal Utility 408 Diminishing Marginal Utility 410 Rational Choice and Marginal Utility 410 xxiv ■ Contents ■

Maximizing Utility and Equilibrium 412

An Example of Maximizing Utility 413
Extending the Principle of Rational Choice 414

Rational Choice and the Laws of Demand and Supply 415

The Law of Demand 415 Income and Substitution Effects 416 The Law of Supply 417 Opportunity Cost 418

Applying Economists' Theory of Choice to the Real World 418

The Cost of Decision Making 418 Given Tastes 419 Utility Maximization 421

Conclusion 422

Summary, Key Terms, Questions and Exercises, Questions from Alternative Perspectives, Issues to Ponder, Answers to Margin Questions 423–426

Appendix: Indifference Curve Analysis 427

20 Game Theory, Strategic Decision Making, and Behavioral Economics 432

Game Theory and the Economic Way of Thinking 432

Game Theory and Economic Modeling 433 The Game Theory Framework 433 The Prisoner's Dilemma 434 Dominant Strategies and Nash Equilibrium 436

An Overview of Game Theory as a Tool in Studying Strategic Interaction 437

Some Specific Games 438 Strategies of Players 438

Informal Game Theory and Modern Behavioral Economics 441

Informal Game Theory 442 Real-World Applications of Informal Game Theory 443 An Application of Game Theory: Auction Markets 445

Game Theory and the Challenge to Standard Economic Assumptions 445

Fairness 446 Endowment Effects 446 Framing Effects 446

Behavioral Economics and the Traditional Model 447 The Importance of the Traditional Model: Money Is Not Left on the Table 447

Conclusion 448

Summary, Key Terms, Questions and Exercises, Questions from Alternative Perspectives, Issues to Ponder, Answers to Margin Questions 448–452

Appendix: Game Theory and Oligopoly 452

SECTION VII MODERN ECONOMIC THINKING

21 Thinking Like a Modern Economist 457

The Nature of Economists' Models 458

Scientific and Engineering Models 459
Behavioral and Traditional Building Blocks 459
Behavioral Economic Models 459
The Advantages and Disadvantages of Modern Traditional and Behavioral Models 462

Behavioral and Traditional Informal (Heuristic) Models 464

The Armchair Economist: Heuristic Models Using Traditional Building Blocks 464 The Economic Naturalist: Heuristic Models Using Behavioral Building Blocks 467 The Limits of Heuristic Models 468

Empirical and Formal Models 469

The Importance of Empirical Work in Modern Economics 469 The Role of Formal Models 472

What Difference Does All This Make to Policy? 478 Conclusion 479

Summary, Key Terms, Questions and Exercises, Questions from Alternative Perspectives, Issues to Ponder, Answers to Margin Questions 479–482

22 Behavioral Economics and Modern Economic Policy 483

Behavioral Economic Policy in Perspective 483

Behavioral Economics and Economic Engineering 483 Economists as Mechanism Design Engineers 484 Behavioral Economics and Mechanism Design 486 Policy Implications of Traditional Economics 487

Choice Architecture and Behavioral Economic Policy 488

Nudge Policy and Libertarian Paternalism 489 When Are Nudges Needed? 490 Two Types of Nudges 491

The Problems of Implementing Nudges 492

Distinguishing a Nudge from a Push 493 Behavioral and Traditional Economic Policy Frames 494

Concerns about Behavioral Economic Policies 495

Few Policies Meet Libertarian Paternalism Criterion 495 Designing Helpful Policies Is Complicated 495 It Isn't Clear Government Knows Better 496 ■ Contents ■ xxv

Government Policy May Make the Situation Worse 496 A Changing View of Economists: From Pro-market Advocates to Economic Engineers 497

Conclusion 497

Summary, Key Terms, Questions and Exercises, Questions from Alternative Perspectives, Issues to Ponder, Answers to Margin Questions 498–500

23 Microeconomic Policy, Economic Reasoning, and Beyond 501

Economists' Differing Views about Social Policy 502

How Economists' Value Judgments Creep into Policy Proposals 502

The Need for a Worldview 503

Agreement among Economists about Social Policy 504

Economists' Cost/Benefit Approach to Government Regulation 504

The Value of Life 505

Comparing Costs and Benefits of Different Dimensions 507

Putting Cost/Benefit Analysis in Perspective 507

The Problem of Other Things Changing 508

The Cost/Benefit Approach in Context 508

Failure of Market Outcomes 509

Distribution 509

Consumer Sovereignty and Rationality Problems 511 Inalienable Rights 512

Government Failure 514

Conclusion 515

Summary, Key Terms, Questions and Exercises, Questions from Alternative Perspectives, Issues to Ponder, Answers to Margin Questions 516–519



MACROECONOMICS

SECTION I MACROECONOMIC BASICS

24 Economic Growth, Business Cycles, and Unemployment 522

The Historical Development of Macroeconomics 523

From Classical to Keynesian Economics 523 Classical Economics 523 Keynesian Economics 524

The Merging of Classical and Keynesian Economics 525

The Unraveling of the Keynesian/Classical Synthesis 525

Two Frameworks: The Long Run and the

Short Run 527

Growth 528

Global Experiences with Growth 529 The Prospect for Future U.S. Growth 530

Business Cycles and Structural Stagnation 530

Describing the Business Cycle 531 Structural Stagnation 533

Unemployment and Jobs 534

How Is Unemployment Measured? 535 Unemployment as a Social Problem 537 Unemployment as Government's Problem 538 Underemployment as a Government Problem 539

Conclusion 539

Summary, Key Terms, Questions and Exercises, Questions from Alternative Perspectives, Issues to Ponder, Answers to Margin Questions 540–542

25 Measuring and Describing the Aggregate Economy 543

Aggregate Accounting 544

Calculating GDP 544
The Components of GDP 545
Two Things to Remember about GDP 546
Calculating GDP: Some Examples 549
Some Complications 550

Calculating Aggregate Income 552

Equality of Aggregate Income, Output, and Production 553 Adjusting for Global Dimensions of Production 554

Inflation: Distinguishing Real from Nominal 554

Real versus Nominal GDP 555
Other Real-World Price indexes 556
Other Real and Nominal Distinctions 558

Some Limitations of Aggregate Accounting 559

Comparing GDP among Countries 560 GDP Measures Market Activity, Not Welfare 560 Measurement Errors 560 Misinterpretation of Subcategories 561 Genuine Progress Indicator 561

Conclusion 562

Summary, Key Terms, Questions and Exercises, Questions from Alternative Perspectives, Issues to Ponder, Answers to Margin Questions 563–566

xxvi ■ Contents ■

SECTION II POLICY MODELS

26The Keynesian Short-Run Policy Model: Demand-Side Policies 567

The Key Insight of the Keynesian AS/AD Model 567

Fixed Price Level 568

The Paradox of Thrift 569

Three Things to Remember about the Keynesian Model 569 The Components of the *AS/AD* Model 570

The Aggregate Demand Curve 571

The Slope of the AD Curve 571

Dynamic Price Level Adjustment Feedback Effects 574 Shifts in the *AD* Curve 574

The Aggregate Supply Curves 577

The Short-Run Aggregate Supply Curve 577 The Long-Run Aggregate Supply Curve 579

Equilibrium in the Aggregate Economy 581

Integrating the Short-Run and Long-Run Frameworks 582

The Recessionary Gap 582

The Inflationary Gap 583

The Economy beyond Potential 584

Aggregate Demand Policy 584

Some Additional Policy Examples 585

Limitations of the AS/AD Model 587

How Feedback Effects Complicate the *AS/AD* Model 587 Additional Complications That the *AS/AD* Model Misses 588 Reality and Models 589

Conclusion 589

Summary, Key Terms, Questions and Exercises, Questions from Alternative Perspectives, Issues to Ponder, Answers to Margin Questions 590–592

26W The Multiplier Model 593 and 26W-1

The Multiplier Model 26W-2

Aggregate Production 26W-2 Aggregate Expenditures 26W-3

Determining the Equilibrium Level of Aggregate Income 26W-8

The Multiplier Equation 26W-9

The Multiplier Process 26W-10

The Circular Flow Model and the Intuition behind the Multiplier Process 26W-11

The Multiplier Model in Action 26W-12

Fiscal Policy in the Multiplier Model 26W-15

Fighting Recession: Expansionary Fiscal Policy 26W-15

Fighting Inflation: Contractionary

Fiscal Policy 26W-17

Using Taxes Rather Than Expenditures as the Tool of

Fiscal Policy 26W-18

Limitations of the Multiplier Model 26W-18

The Multiplier Model Is Not a Complete Model of the Economy 26W-19

Shifts Are Sometimes Not as Great as the Model Suggests 26W-19

Fluctuations Can Sometimes Be Greater than the Model Suggests 26W-19

The Price Level Will Often Change in Response to Shifts in Demand 26W-20

People's Forward-Looking Expectations Make the Adjustment Process Much More Complicated 26W-20

Shifts in Expenditures Might Reflect Desired Shifts in Supply and Demand 26W-20

Expenditures Depend on Much More Than Current Income 26W-21

Conclusion 26W-21

Summary, Key Terms, Questions and Exercises, Questions from Alternative Perspectives, Issues to Ponder, Answers to Margin Questions 26W-22–26W-25

Appendix A: An Algebraic Presentation of the Expanded Multiplier Model 26W-25

Appendix B: The Multiplier Model and the AS/AD Model 26W-29

27 The Classical Long-Run Policy Model: Growth, and Supply-Side Policies 594

General Observations about Growth 595

Growth and the Economy's Potential Output 595
The Benefits and Costs of Growth 596
The Importance of Growth for Living Standards 597

Markets, Specialization, and Growth 598

Economic Growth, Distribution, and Markets 599 Per Capita Growth 600

The Sources of Growth 601

Growth-Compatible Institutions 602 Investment and Accumulated Capital 602 Available Resources 604 Technological Development 605 Entrepreneurship 606

Turning the Sources of Growth into Growth 606

Capital and Investment 607 Technology 608 Growth Policies 610 ■ Contents ■ xxvii

Conclusion 611

Summary, Key Terms, Questions and Exercises, Questions from Alternative Perspectives, Issues to Ponder, Answers to Margin Questions 612–614

SECTION III FINANCE, MONEY, AND THE ECONOMY

28 The Financial Sector and the Economy 615

The Definition and Functions of Money 616

The U.S. Central Bank: The Fed 616
Functions of Money 617
Alternative Measures of Money 619

Distinguishing between Money and Credit 620

Banks and the Creation of Money 622

How Banks Create Money 622 The Process of Money Creation 624

The Relationship between Reserves and Total Money 626 Faith as the Backing of Our Money Supply 628

Why Is the Financial Sector Important to Macro? 628

The Role of Interest Rates in the Financial Sector 629

Long- and Short-Term Interest Rates 630
The Demand for Money and
the Role of the Interest Rate 631
Why People Hold Money 631
The Many Interest Rates in the Economy 632

Conclusion 633

Summary, Key Terms, Questions and Exercises, Questions from Alternative Perspectives, Issues to Ponder, Answers to Margin Questions 633–636

Appendix: A Closer Look at Financial Assets and Liabilities 636

29 Monetary Policy 642

How Monetary Policy Works in the Models 642

How Monetary Policy Works in Practice 644

Monetary Policy and the Fed 644 Structure of the Fed 644 Duties of the Fed 647

The Tools of Conventional Monetary Policy 648

Open Market Operations 648
The Reserve Requirement and the Money Supply 650
Borrowing from the Fed and the Discount Rate 652
The Fed Funds Market 652

The Complex Nature of Monetary Policy 653

The Taylor Rule 655 Maintaining Policy Credibility 658

Conclusion 660

Summary, Key Terms, Questions and Exercises, Questions from Alternative Perspectives, Issues to Ponder, Answers to Margin Questions 660–663

30 Financial Crises, Panics and Unconventional Monetary Policy 664

The Central Bank's Role in a Crisis 664

Anatomy of a Financial Crisis 665 The Financial Crisis: The Bubble Bursts 667 The Fed as Lender of Last Resort 668

The Role of Leverage and Herding in a Crisis 668

Leverage 668 Herding 669

The Problem of Regulating the Financial Sector 670

Regulation, Bubbles, and the Financial Sector 671
The Law of Diminishing Control 673
General Principles of Regulation 674

Monetary Policy in the Post–Financial Crisis Era 675

Unconventional Monetary Policy 676 Criticisms of Unconventional Monetary Policy 679

Conclusion 680

Summary, Key Terms, Questions and Exercises, Questions from Alternative Perspectives, Issues to Ponder, Answers to Margin Questions 681–683

SECTION IV TAXES, BUDGETS, AND FISCAL POLICY

31 Deficits and Debt: The Austerity Debate 684

Defining Deficits and Surpluses 685

Financing the Deficit 686
Arbitrariness of Defining Deficits and Surpluses 686
Many Right Definitions 686
Deficits and Surpluses as Summary Measures 687
Structural and Cyclical Deficits and Surpluses 687

Nominal and Real Deficits and Surpluses 688

Defining Debt and Assets 690

Debt Management 690 Difference between Individual and Government Debt 692 xxviii ■ Contents ■

U.S. Government Deficits and Debt: The Historical Record 693

The Debt Burden 694
U.S. Debt Relative to Other Countries 694
Interest Rates and Debt Burden 695

Conclusion 696

Summary, Key Terms, Questions and Exercises, Questions from Alternative Perspectives, Issues to Ponder, Answers to Margin Questions 697–699

32 The Fiscal Policy Dilemma 700

Classical Economics and Sound Finance 700

Ricardian Equivalence Theorem: Deficits Don't Matter 701

The Sound-Finance Precept 701

Keynesian Economics and Functional Finance 702

Assumptions of the AS/AD Model 704

Financing the Deficit Has No Offsetting Effects 704 The Government Knows the Situation 706

The Government Knows the Economy's Potential Income Level 706

The Government Has Flexibility in Changing Spending and Taxes 707

The Size of Government Debt Doesn't Matter 708 Fiscal Policy Doesn't Negatively Affect Other Government Goals 710

Summary of the Problems 710

Building Fiscal Policies into Institutions 711

How Automatic Stabilizers Work 711

State Government Finance and Procyclical Fiscal Policy 711

The Negative Side of Automatic Stabilizers 713 Modern Macro Policy Precepts 714

Conclusion 714

Summary, Key Terms, Questions and Exercises, Questions from Alternative Perspectives, Issues to Ponder, Answers to Margin Questions 716–718

SECTION V MACROECONOMIC PROBLEMS

33 Jobs and Unemployment 719

The Debate about the Nature and Measurement of Unemployment 721

Entrepreneurship and Unemployment 721 Microeconomic Categories of Unemployment 721

Unemployment and Potential Output 723

Okun's Rule of Thumb 723

Is Unemployment Structural or Cyclical? 724

Why Has the Target Rate of Unemployment Changed over Time? 725

Globalization, Immigration, and Jobs 726

Framing the Debate about Voluntary and Involuntary Unemployment 727

Individual Responsibility and Unemployment 727 Social Responsibility and Unemployment 728 The Tough Policy Choices 728 Summary of the Debate 729

A Guaranteed-Job Proposal: Government as Employer of Last Resort 729

The Design and Characteristics of the Program 730 Why Don't the Guaranteed Jobs Do Something Useful? 731

Paying for the Program 732

Would Such a Plan Ever Be Implemented? 733

Conclusion 733

Summary, Key Terms, Questions and Exercises, Questions from Alternative Perspectives, Issues to Ponder, Answers to Margin Questions 734–736

34 Inflation, Deflation, and Macro Policy 737

Defining Inflation 738

Asset Price Inflation and Deflation 738

The Costs and Benefits of Inflation 741

The Costs of Inflation 741

The Benefits of (Low) Inflation 743

The Danger of Accelerating Inflation 745

The Inflation Process and the Quantity Theory of Money 746

Productivity, Inflation, and Wages 746
The Quantity Theory of Money and Inflation 747

The Declining Influence of the Quantity Theory 749

Inflation and the Phillips Curve Trade-Off 751

The Long-Run and Short-Run Phillips Curves 751 Global Competition and the Phillips Curve 754

Conclusion 755

Summary, Key Terms, Questions and Exercises, Questions from Alternative Perspectives, Issues to Ponder, Answers to Margin Questions 755–758

■ Contents ■ xxix

SECTION VI INTERNATIONAL MACROECONOMIC POLICY ISSUES

35 International Financial Policy 759

The Balance of Payments 759

The Current Account 761
The Financial and Capital Account 761
What Is Meant by a Balance of Payment Deficit or Surplus? 762

Exchange Rates 763

Fundamental Forces Determining Exchange Rates 763 Exchange Rate Dynamics 764 Influencing Exchange Rates with Monetary and Fiscal Policy 767

The Problems of Determining the Appropriate Exchange Rate 771

Purchasing Power Parity and Real Exchange Rates 771 Criticisms of the Purchasing Power Parity Method 772 Real Exchange Rates 773

Advantages and Disadvantages of Alternative Exchange Rate Systems 773

Fixed Exchange Rates 774
Flexible Exchange Rates 775
Partially Flexible Exchange Rates 776
Which View Is Right? 776
Advantages and Disadvantages of a Common Currency:
The Future of the Euro 776

Conclusion 779

Summary, Key Terms, Questions and Exercises, Questions from Alternative Perspectives, Issues to Ponder, Answers to Margin Questions 799–783

Appendix: History of Exchange Rate Systems 783

36 Macro Policy in a Global Setting 786

The Ambiguous International Goals of Macroeconomic Policy 786

The Exchange Rate Goal 786
The Trade Balance Goal 787
International versus Domestic Goals 788
Balancing the Exchange Rate Goal with Domestic
Goals 789

Monetary and Fiscal Policy and the Trade Deficit 790

Monetary Policy's Effect on the Trade Balance 790 Fiscal Policy's Effect on the Trade Balance 791

International Phenomena and Domestic Goals 791

International Goals and Policy Alternatives 792

International Monetary and Fiscal Coordination 792 Coordination Is a Two-Way Street 793 Crowding Out and International Considerations 794

Globalization, Macro Policy, and the U.S. Economy 794

International Issues and Macro Policy 794
Restoring International Trade Balance to the U.S.
Economy 796

Conclusion 797

Summary, Key Terms, Questions and Exercises, Questions from Alternative Perspectives, Issues to Ponder, Answers to Margin Questions 797–800

37 Structural Stagnation and Globalization 801

The Structural Stagnation Hypothesis 802

Differentiating a Structural Stagnation from a Standard Recession 802 Why the Assumed Underlying Growth Trend Is Important for Policy 803

Structural Stagnation as a Cause for the Slow Recovery 805

Structural Stagnation's Implications for Macro Policy 805 Structural, not Secular, Stagnation 806

The AS/AD Model with Globalization 807

Globalization Can Limit Potential Output 809
International Adjustment Forces 810
Why the Adjustments Did Not Occur 811
Aggregate Demand Increases No Longer Cause
Accelerating Inflation 811
Summary: Globalization and Structural Imbalances 812

Structural Problems of Globalization 812

Structural Change in the Nontradable Sector 813 Globalization and Income Distribution 814 Remembering the Benefits of Globalization 815 The Future of Globalization 816

Policies to Deal with Structural Stagnation 817

Shifting the World Supply Curve Up 817 Shifting the Domestic SAS Curve Down 818 The Problems with the Standard Political Solution 820

Conclusion 820

Summary, Key Terms, Questions and Exercises, Questions from Alternative Perspectives, Issues to Ponder, Answers to Margin Questions 821–823

Appendix: Creating a Targeted Safety Net to Help the Least Well Off 823 xxx ■ Contents ■

38 Macro Policy in Developing Countries 825

Developing Countries in Perspective 825

Don't Judge Society by Its Income Alone 826 Some Comparative Statistics on Rich and Poor Nations 827

Growth versus Development 828

Differing Goals 829 Differing Institutions 829

Monetary Policy in Developing Countries 832

Central Banks Are Less Independent 832
Focus on the International Sector and the Exchange
Rate Constraint 834
The Need for Creativity 836

Obstacles to Economic Development 836

Political Instability 837 Corruption 838 Lack of Appropriate Institutions 839 Lack of Investment 839 Inappropriate Education 842 Overpopulation 844 Health and Disease 845

Conclusion 846

Summary, Key Terms, Questions and Exercises, Questions from Alternative Perspectives, Issues to Ponder, Answers to Margin Questions 846–849

Glossary G-1

Colloquial Glossary CG-1

Index IND-1

List of Boxes

REAL-WORLD APPLICATION

Winston Churchill and Lady Astor 12

Economists and Market Solutions 16

Economics and Climate Change 18

Made in China? 35

Who Are the 1%? 60

Uber, Lyft, and Taxi Pricing 109

Empirically Measuring Elasticities 134

College Newspaper Editors Should Take More Economics 149

The Excess Burden of a Draft 152

Climate Change, Global Warming, and Economic Policy 177

Hormones and Economics 212

The Antiglobalization Forces 215

Transaction Costs and the Internet 226

Changing Technology in Automobile Production 245

Travels of a T-Shirt and Economies of Scale 247

Holacracy, Diseconomies of Scale, and Zappos 248

Why Are Textbooks So Long? 250

The Internet and the Perfectly Competitive Model 268

The Shutdown Decision and the Relevant Costs 278

Walmart, State Laws, and Competition 323

Nefarious Business Practices 325

Why Are CEOs Paid So Much? 334

Branding 342

From Welfare to Work 402

What Game Is Being Played? 441

Can You Explain Landsburg's Provocative Insights? 466

Can You Explain Frank's Observations? 468

Markets as Information-Gathering Mechanisms 486

Economists in the Courtroom 506

Where to Locate Polluting Industries 513

The Author's Biases 526

NBER Dating of the Business Cycle 531

Gross Output: A New Revolutionary Way to

Measure the Economy? 548

The Underground Economy and Illegal Immigration 562

Growth and Terrorism 606

Short-Run Supply-Side Macro Policy 611

Bitcoin, Cryptocurrencies, and Competitive Monies 619

Characteristics of a Good Money 621

The Press and Present Value 639

Central Banks in Other Countries 646

Inside an FOMC Meeting 649

Will the Reserve Requirement Be Eliminated? 654

Moral Hazard and Bailouts in the Backcountry 672

Social Security and the U.S. Deficit 690

Fighting the Vietnam War Inflation 708

Appropriate Debt-to-GDP Ratio 709

Austerity and the Greek Deficit Problem 712

Incentive and Supply-Side Effects of Public Finance 715

Categories of Unemployment 720

Previous Government Jobs Programs 732

Inflation, Nominal Income, and Asset Inflation Targeting 752

Iceland's Monetary Woes 768

Determining the Causes of Fluctuations in the

Dollar's Value 772

The U.S. Trade Deficit and the Value of the Dollar 788

Why Are the Structural Problems of Globalization So Much Greater Now? 814

A Real, Real-World Application: The Traditional Economy Meets the Internet 832

The Doha Round and Development Aid 840

Millennium Development Goals 843

ADDED DIMENSION

Economic Knowledge in One Sentence: TANSTAAFL 7

Economics in Perspective 10

Choices in Context: Decision Trees 29

The Developing Country's Perspective on Globalization 36

Tradition and Today's Economy 54

Our International Competitors 65

The Supply and Demand for Children 93

Geometric Tricks for Estimating Price Elasticity 129

The Ambiguity of Total Surplus 144

Pareto Optimality and the Perfectly Competitive Benchmark 163

xxxi

xxxii ■ List of Boxes ■

Common Resources and the Tragedy of the Commons 166

Licensure and Surgery 175

International Issues in Perspective 207

Dumping 219

Value Added and the Calculation of Total Production 227

A Trick in Graphing the Marginal Revenue Curve 288

Can Price Controls Increase Output and

Lower Market Price? 295

Monopolizing Monopoly 297

Normative Views of Monopoly 298

Who Controls Corporations? 333

Other Factors of Production 352

Income and Substitution Effects 354

Nonwage Income and Property Rights 363

Democracy in the Workplace 365

The Gini Coefficient 388

What Should Be the Goal of Economic Policy? 397

Making Stupid Decisions 421

Game Theory and Experimental Economics 439

The Segregation Game and Agent-Based Modeling 443

Neuroeconomics and Microeconomics 463

Karl Marx and Shove Policy 495

Economic Efficiency and the Goals of Society 510

Elasticity and Taxation to Change Behavior 512

The Conventional Policy Wisdom among Economists 515

The Power of Compounding 528

Alternative Measures of the Unemployment Rate 537

From Full Employment to the Target Rate of

Unemployment 539

Is GDP Biased against Women? 550

In the Long Run, We're All Dead 570

Why Are Prices Inflexible? 578

Demand, Keynesian Economics, and Growth 596

Is Growth Good? 598

Is the 21st Century the Age of Technology or One of Many Ages of Technology? 608

Interest Rates and the Price of Bonds 632

Do Financial Assets Make Society Richer? 640

How Independent Should the Central Bank Be? 647

Using the Money Multiplier in Practice 651

Generational Accounting 691

The Keeper of the Classical Faith: Milton Friedman 750

Business Cycles in History 803

What to Call Developing Countries 826

A REMINDER

Production Possibility Curves 28

Inverse and Direct Relationships 44

Six Things to Remember about a Demand Curve 84

Six Things to Remember about a Supply Curve 89

Supply and Demand in Action 102

A Review of Various Elasticity Terms 136

What Goods Should Be Taxed? 146

A Review of Costs 238

Finding Output, Price, and Profit 276

A Summary of a Perfectly Competitive Industry 279

Finding a Monopolist's Output, Price, and Profit 291

A Comparison of Various Market Structures 318

Choices at the Margin 415

The Austan Goolsbee *Check-a-Box* Method for Finding Dominant Strategies and Nash Equilibria 437

Modern Traditional and Behavioral Economists 476

A Review of the AS/AD Model 583

Some Limits of Fed Control 658

Conventional Wisdom about Conventional Monetary Policy 659

Four Important Points about Deficits and Debt 696

Fundamental Forces and Exchange Rates 765

Monetary and Fiscal Policy's Effect on International Goals 794

THINKING LIKE A MODERN ECONOMIST

Why Do So Many Prices End in 99 Cents? 128

How to Get Students to Be Responsible 156

What "Goods" Do Firms Produce? The Costs of Producing Image 232

Social Norms and Production 252

Profit Maximization and Real-World Firms 273

The Traditional Models as Stepping Stones 408

Mental Accounting 419

Tulipmania, the South Sea Bubble, and Behavioral

Economics 666



PART I

Introduction: Thinking Like an Economist

CHAPTER 1 Economics and Economic Reasoning

CHAPTER 2 The Production Possibility Model, Trade, and Globalization

CHAPTER 3 Economic Institutions

CHAPTER 4 Supply and Demand

CHAPTER 5 Using Supply and Demand

art I is an introduction, and an introduction to an introduction seems a little funny. But other sections have introductions, so it seemed a little funny not to have an introduction to Part I; and besides, as you will see, I'm a little funny myself (which, in turn, has two interpretations; I'm sure you will decide which of the two is appropriate). It will, however, be a very brief introduction, consisting of questions you may have had and some answers to those questions.

Some Questions and Answers

Why study economics?

Because it's neat and interesting and helps provide insight into events that are constantly going on around you.

Why is this book so big?

Because there's a lot of important information in it and because the book is designed so your teacher can pick and choose. You'll likely not be required to read all of it, especially if you're on the quarter system. But once you start it, you'll probably read it all anyhow. (Would you believe?)

Why does this book cost so much?

To answer this question, you'll have to read the book.

Will this book make me rich?

No.

Will this book make me happy?

It depends.

This book doesn't seem to be written in a normal textbook style. Is this book really written by a professor?

Yes, but he is different. He misspent his youth working on cars; he married his high school sweetheart after they met again at their 20th high school reunion, and they remain happily married today, still totally in love. Twenty-five years after graduating from high school, his wife went back to medical school and got her MD because she was tired of being treated poorly by doctors. Their five

kids make sure he doesn't get carried away in the professorial cloud.

Will the entire book be like this?

No, the introduction is just trying to rope you in. Much of the book will be hard going. Learning happens to be a difficult process: no pain, no gain. But the author isn't a sadist; he tries to make learning as pleasantly painful as possible.

What do the author's students think of him?

Weird, definitely weird—and hard. But fair, interesting, and sincerely interested in getting us to learn. (Answer written by his students.)

So there you have it. Answers to the questions that you might never have thought of if they hadn't been put in front of you. I hope they give you a sense of me and the approach I'll use in the book. There are some neat ideas in it. Let's now briefly consider what's in the first five chapters.

A Survey of the First Five Chapters

This first section is really an introduction to the rest of the book. It gives you the background necessary so that the later chapters make sense. Chapter 1 gives you an overview of the entire field of economics as well as an introduction to my style. Chapter 2 focuses on the production possibility curve, comparative advantage, and trade. It explains how trade increases production possibilities but also why, in the real world, free trade and no government regulation may not be the best policy. Chapter 3 gives you some history of economic systems and introduces you to the institutions of the U.S. economy. Chapters 4 and 5 introduce you to supply and demand, and show you not only the power of those two concepts but also the limitations.

Now let's get on with the show.

chapter 1

Economics and Economic Reasoning



© Hulton-Deutsch Collection/Corbis

In my vacations, I visited the poorest quarters of several cities and walked through one street after another, looking at the faces of the poorest people.

Next I resolved to make as thorough a study as I could of Political Economy.

—Alfred Marshall

hen an artist looks at the world, he sees color. When a musician looks at the world, she hears music. When an economist looks at the world, she sees a symphony of costs and benefits. The economist's world might not be as colorful or as melodic as the others' worlds, but it's more practical. If you want to understand what's going on in the world that's really out there, you need to know economics.

I hardly have to convince you of this fact if you keep up with the news. You will be bombarded with stories of unemployment, interest rates, how commodity prices are changing, and how businesses are doing. The list is endless. So let's say you grant me that economics is important. That still doesn't mean that it's worth studying. The real question then is: How much will you learn? Most of what you learn depends on you, but part depends on the teacher and another part depends on the textbook. On both these counts, you're in luck; since your teacher chose this book for your course, you must have a super teacher.¹

After reading this chapter, you should be able to:

- **LO1-1** Define economics and identify its components.
- **LO1-2** Discuss various ways in which economists use economic reasoning.
- **LO1-3** Explain real-world events in terms of economic forces, social forces, and political forces.
- **LO1-4** Explain how economic insights are developed and used.
- LO1-5 Distinguish among positive economics, normative economics, and the art of economics.

What Economics Is

Economics is the study of how human beings coordinate their wants and desires, given the decision-making mechanisms, social customs, and political realities of the society. One of the key words in the definition of the term "economics" is coordination. Coordination can mean many things. In the study of economics,

¹This book is written by a person, not a machine. That means that I have my quirks, my odd sense of humor, and my biases. All textbook writers do. Most textbooks have the quirks and eccentricities edited out so that all the books read and sound alike—professional but dull. I choose to sound like me—sometimes professional, sometimes playful, and sometimes stubborn. In my view, that makes the book more human and less dull. So forgive me my quirks—don't always take me too seriously—and I'll try to keep you awake when you're reading this book at 3 a.m. the day of the exam. If you think it's a killer to read a book this long, you ought to try writing one.

coordination refers to how the three central problems facing any economy are solved. These central problems are:

- 1. What, and how much, to produce.
- 2. How to produce it.
- 3. For whom to produce it.

How hard is it to make the three decisions? Imagine for a moment the problem of living in a family: the fights, arguments, and questions that come up. "Do I have to do the dishes?" "Why can't I have piano lessons?" "Bobby got a new sweater. How come I didn't?" "Mom likes you best." Now multiply the size of the family by millions. The same fights, the same arguments, the same questions—only for society the questions are millions of times more complicated. In answering these questions, economies find that inevitably individuals want more than is available, given how much they're willing to work. That means that in our economy there is a problem of **scarcity**—the goods available are too few to satisfy individuals' desires.

Scarcity

Scarcity has two elements: our wants and our means of fulfilling those wants. These can be interrelated since wants are changeable and partially determined by society. The way we fulfill wants can affect those wants. For example, if you work on Wall Street, you will probably want upscale and trendy clothes. In Vermont, I am quite happy wearing Levi's and flannel; in Florida I am quite happy in shorts.

The degree of scarcity is constantly changing. The quantity of goods, services, and usable resources depends on technology and human action, which underlie production. Individuals' imagination, innovativeness, and willingness to do what needs to be done can greatly increase available goods and resources. Who knows what technologies are in our future—nanites or micromachines that change atoms into whatever we want could conceivably eliminate scarcity of goods we currently consume. But they would not eliminate scarcity entirely since new wants are constantly developing.

So, how does an economy deal with scarcity? The answer is coercion. In all known economies, coordination has involved some type of coercion—limiting people's wants and increasing the amount of work individuals are willing to do to fulfill those wants. The reality is that many people would rather play than help solve society's problems. So the basic economic problem involves inspiring people to do things that other people want them to do, and not to do things that other people don't want them to do. Thus, an alternative definition of economics is: the study of how to get people to do things they're not wild about doing (such as studying) and not to do things they are wild about doing (such as eating all the lobster they like), so that the things some people want to do are consistent with the things other people want to do.

Microeconomics and Macroeconomics

Economic theory is divided into two parts: microeconomic theory and macroeconomic theory. Microeconomic theory considers economic reasoning from the viewpoint of individuals and firms and builds up to an analysis of the whole economy. **Microeconomics** is the study of individual choice, and how that choice is influenced by economic forces. Microeconomics studies such things as the pricing policies of firms, households' decisions on what to buy, and how markets allocate resources among alternative ends.

As we build up from microeconomic analysis to an analysis of the entire economy, everything gets rather complicated. Many economists try to uncomplicate matters by taking a different approach—a macroeconomic approach—first looking at the aggregate, or whole, and then breaking it down into components. **Macroeconomics** is *the study of the*

Three central coordination problems any economy must solve are what to produce, how to produce it, and for whom to produce it.

The coordination questions faced by society are complicated.

The quantity of goods, services, and usable resources depends on technology and human action.

Microeconomics is the study of how individual choice is influenced by economic forces.

Macroeconomics is the study of the economy as a whole. It considers the problems of inflation, unemployment, business cycles, and growth.

Q-1 Classify the following topics as primarily macroeconomic or microeconomic:

- The impact of a tax increase on aggregate output.
- The relationship between two competing firms' pricing behavior.
- 3. A farmer's decision to plant soy or wheat
- 4. The effect of trade on economic growth.

Economic reasoning is making decisions on the basis of costs and benefits.

economy as a whole. It considers the problems of inflation, unemployment, business cycles, and growth. Macroeconomics focuses on aggregate relationships such as how household consumption is related to income and how government policies can affect growth.

Consider an analogy to the human body. A micro approach analyzes a person by looking first at each individual cell and then builds up. A macro approach starts with the person and then goes on to his or her components—arms, legs, fingernails, feelings, and so on. Put simply, microeconomics analyzes from the parts to the whole; macroeconomics analyzes from the whole to the parts.

Microeconomics and macroeconomics are very much interrelated. What happens in the economy as a whole is based on individual decisions, but individual decisions are made within an economy and can be understood only within its macro context. For example, whether a firm decides to expand production capacity will depend on what the owners expect will happen to the demand for their products. Those expectations are determined by macroeconomic conditions. Because microeconomics focuses on individuals and macroeconomics focuses on the whole economy, traditionally microeconomics and macroeconomics are taught separately, even though they are interrelated.

A Guide to Economic Reasoning

People trained in economics think in a certain way. They analyze everything critically; they compare the costs and the benefits of every issue and make decisions based on those costs and benefits. For example, say you're trying to decide whether a policy to eliminate terrorist attacks on airlines is a good idea. Economists are trained to put their emotions aside and ask: What are the costs of the policy, and what are the benefits? Thus, they are open to the argument that security measures, such as conducting body searches of every passenger or scanning all baggage with bomb-detecting machinery, might not be the appropriate policy because the costs might exceed the benefits. To think like an economist involves addressing almost all issues using a cost/benefit approach. Economic reasoning also involves abstracting from the "unimportant" elements of a question and focusing on the "important" ones by creating a simple model that captures the essence of the issue or problem. How do you know whether the model has captured the important elements? By collecting empirical evidence and "testing" the model—matching the predictions of the model with the empirical evidence—to see if it fits. Economic reasoning—how to think like a modern economist, making decisions on the basis of costs and benefits—is the most important lesson you'll learn from this book.

The book *Freakonomics* gives examples of the economist's approach. It describes a number of studies by University of Chicago economist Steve Levitt that unlock seemingly mysterious observations with basic economic reasoning. For example, Levitt asks the question: Why do drug dealers on the street tend to live with their mothers? The answer he arrives at is that it is because they can't afford to live on their own; most earn less than \$5 an hour. Why, then, are they dealing drugs and not working a legal job that, even for a minimum wage job, pays over \$7.00 an hour? The answer to that is determined through cost/benefit analysis. While their current income is low, their potential income as a drug dealer is much higher since, given their background and current U.S. institutions, they are more likely to move up to a high position in the local drug business (and Freakonomics describes how it is a business) and earn a six-figure income than they are to move up from working as a Taco Bell technician to an executive earning a six-figure income in corporate America. Levitt's model is a very simple one—people do what is in their best interest financially—and it assumes that people rely on a cost/ benefit analysis to make decisions. Finally, he supports his argument through careful empirical work, collecting and organizing the data to see if they fit the model. His work is a good example of "thinking like a modern economist" in action.



Economic Knowledge in One Sentence: TANSTAAFL

Once upon a time, Tanstaafl was made king of all the lands. His first act was to call his economic advisers and tell them to write up all the economic knowledge the society possessed. After years of work, they presented their monumental effort: 25 volumes, each about 400 pages long. But in the interim, King Tanstaafl had become a very busy man, what with running a kingdom of all the lands and all. Looking at the lengthy volumes, he told his advisers to summarize their findings in one volume.

Despondently, the economists returned to their desks, wondering how they could summarize what they'd been so careful to spell out. After many more years of rewriting, they were finally satisfied with their one-volume effort, and tried to make an appointment to see the king. Unfortunately, affairs of state had become even more pressing than before, and the king couldn't take the time to see them. Instead he sent word to them that he couldn't be bothered with a whole volume, and ordered them, under threat of death (for he had become a tyrant), to reduce the work to one sentence.

The economists returned to their desks, shivering in their sandals and pondering their impossible task. Thinking about their fate if they were not successful, they decided to send out for one last meal. Unfortunately, when they were collecting money to pay for the meal, they discovered they were broke. The disgusted delivery man took the last meal back to the restaurant, and the economists started down the path to the beheading station. On the way, the delivery man's parting words echoed in their ears. They looked at each other and suddenly they realized the truth. "We're saved!" they screamed. "That's it! That's economic knowledge in one sentence!" They wrote the sentence down and presented it to the king, who thereafter fully understood all economic problems. (He also gave them a good meal.) The sentence?

There Ain't No Such Thing As A Free Lunch—
TANSTAAFL

Economic reasoning, once learned, is infectious. If you're susceptible, being exposed to it will change your life. It will influence your analysis of everything, including issues normally considered outside the scope of economics. For example, you will likely use economic reasoning to decide the possibility of getting a date for Saturday night, and who will pay for dinner. You will likely use it to decide whether to read this book, whether to attend class, whom to marry, and what kind of work to go into after you graduate. This is not to say that economic reasoning will provide all the answers. As you will see throughout this book, real-world questions are inevitably complicated, and economic reasoning simply provides a framework within which to approach a question. In the economic way of thinking, every choice has costs and benefits, and decisions are made by comparing them.

Marginal Costs and Marginal Benefits

The relevant costs and relevant benefits to economic reasoning are the expected *incremental*, or additional, costs incurred and the expected *incremental* benefits that result from a decision. Economists use the term *marginal* when referring to additional or incremental. Marginal costs and marginal benefits are key concepts.

A marginal cost is the additional cost to you over and above the costs you have already incurred. That means not counting sunk costs—costs that have already been incurred and cannot be recovered—in the relevant costs when making a decision. Consider, for example, attending class. You've already paid your tuition; it is a sunk cost. So the marginal (or additional) cost of going to class does not include tuition.

Similarly with marginal benefit. A **marginal benefit** is *the additional benefit* above what you've already derived. The marginal benefit of reading this chapter is the additional knowledge you get from reading it. If you already knew everything in this chapter before you picked up the book, the marginal benefit of reading it now is zero.

If the marginal benefits of doing something exceed the marginal costs, do it. If the marginal costs of doing something exceed the marginal benefits, don't do it.

Q-2 Say you bought a share of Oracle for \$100 and a share of Cisco for \$10. The price of each is currently \$15. Assuming taxes are not an issue, which would you sell if you need \$15?

Economic reasoning is based on the premise that everything has a cost.

Q-3 Can you think of a reason why a cost/benefit approach to a problem might be inappropriate? Can you give an example?

The Economic Decision Rule

Comparing marginal (additional) costs with marginal (additional) benefits will often tell you how you should adjust your activities to be as well off as possible. Just follow the **economic decision rule:**

If the marginal benefits of doing something exceed the marginal costs, do it.

If the marginal costs of doing something exceed the marginal benefits, don't do it.

As an example, let's consider a discussion I might have with a student who tells me that she is too busy to attend my classes. I respond, "Think about the tuition you've spent for this class—it works out to about \$60 a lecture." She answers that the book she reads for class is a book that I wrote, and that I wrote it so clearly she fully understands everything. She goes on:

I've already paid the tuition and whether I go to class or not, I can't get any of the tuition back, so the tuition is a sunk cost and doesn't enter into my decision. The marginal cost to me is what I could be doing with the hour instead of spending it in class. I value my time at \$75 an hour [people who understand everything value their time highly], and even though I've heard that your lectures are super, I estimate that the marginal benefit of attending your class is only \$50. The marginal cost, \$75, exceeds the marginal benefit, \$50, so I don't attend class.

I congratulate her on her diplomacy and her economic reasoning, but tell her that I give a quiz every week, that students who miss a quiz fail the quiz, that those who fail all the quizzes fail the course, and that those who fail the course do not graduate. In short, she is underestimating the marginal benefits of attending my classes. Correctly estimated, the marginal benefits of attending my class exceed the marginal costs. So she should attend my class.

Economics and Passion

Recognizing that everything has a cost is reasonable, but it's a reasonableness that many people don't like. It takes some of the passion out of life. It leads you to consider possibilities like these:

- Saving some people's lives with liver transplants might not be worth the additional cost. The money might be better spent on nutritional programs that would save 20 lives for every 2 lives you might save with transplants.
- Maybe we shouldn't try to eliminate all pollution because the additional cost
 of doing so may be too high. To eliminate all pollution might be to forgo too
 much of some other worthwhile activity.
- Providing a guaranteed job for every person who wants one might not be a
 worthwhile policy goal if it means that doing so will reduce the ability of an
 economy to adapt to new technologies.
- It might make sense for the automobile industry to save \$12 per car by not installing a safety device, even though without the safety device some people will be killed.

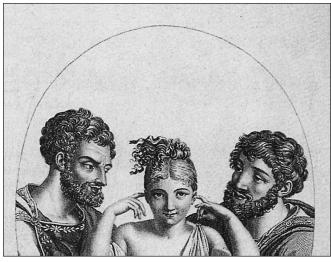
You get the idea. This kind of reasonableness is often criticized for being cold-hearted. But, not surprisingly, economists disagree; they argue that their reasoning leads to a better society for the majority of people.

Economists' reasonableness isn't universally appreciated. Businesses love the result; others aren't so sure, as I discovered some years back when my then-girlfriend

told me she was leaving me. "Why?" I asked. "Because," she responded, "you're so, so . . . reasonable." It took me many years after she left to learn what she already knew: There are many types of reasonableness, and not everyone thinks an economist's reasonableness is a virtue. I'll discuss such issues later; for now, let me simply warn you that, for better or worse, studying economics will lead you to view questions in a cost/benefit framework.

Opportunity Cost

Putting economists' cost/benefit rules into practice isn't easy. To do so, you have to be able to choose and measure the costs and benefits correctly. Economists have devised the concept of opportunity cost to help you do that. **Opportunity cost** is the benefit that you might have gained from choosing the next-best alternative. To obtain the benefit of something, you must give up (forgo) something else—namely, the next-best alternative. The opportunity cost is the market value of that next-best alternative; it is a cost because in choosing one



© Bleichroeder Print Collection, Kress Collection, Baker Library, Harvard Business School (CA q29 xx)

Opportunity costs have always made choice difficult, as we see in the early-19th-century engraving *One or the Other*.

thing, you are precluding an alternative choice. The TANSTAAFL story in the earlier Added Dimensions box embodies the opportunity cost concept because it tells us that there is a cost to everything; that cost is the next-best forgone alternative.

Let's consider some examples. The opportunity cost of going out once with Natalie (or Nathaniel), the most beautiful woman (attractive man) in the world, is the benefit you'd get from going out with your solid steady, Margo (Mike). The opportunity cost of cleaning up the environment might be a reduction in the money available to assist low-income individuals. The opportunity cost of having a child might be two boats, three cars, and a two-week vacation each year for five years, which are what you could have had if you hadn't had the child. (Kids really are this expensive.)

Examples are endless, but let's consider two that are particularly relevant to you: what courses to take and how much to study. Let's say you're a full-time student and at the beginning of the term you had to choose five courses. Taking one precludes taking some other, and the opportunity cost of taking an economics course may well be not taking a course on theater. Similarly with studying: You have a limited amount of time to spend studying economics, studying some other subject, sleeping, or partying. The more time you spend on one activity, the less time you have for another. That's opportunity cost.

Notice how neatly the opportunity cost concept takes into account costs and benefits of all other options and converts these alternative benefits into costs of the decision you're now making. One of the most useful aspects of the opportunity cost concept is that it focuses on two aspects of costs of a choice that often might be forgotten—implicit costs and illusionary sunk costs. **Implicit costs** are costs associated with a decision that often aren't included in normal accounting costs.

For example, in thinking about whether it makes sense to read this book, the *next-best value* of the time you spend reading it should be one of the costs that you consider. Often, it isn't, because it is an implicit, not normally measured cost. Similarly with firms—owners often think that they are making a profit from a business, but if they add the value of their time to their cost, which economists argue they should, then their profit often becomes a loss. They might have earned more simply by taking a job somewhere else. Implicit costs should be included in opportunity costs. Sunk costs, however, are often included in making decisions, but should not be. These costs are called illusionary sunk costs—costs that show up in financial accounts but that economists argue should not

Opportunity cost is the basis of cost/benefit economic reasoning; it is the benefit that you might have gained from choosing the next-best alternative