

## Economics: Studying Choice in a World of Scarcity

Even in rich societies like the United States, *scarcity* is a fundamental fact of life. There is never enough time, money, or energy to do everything we want to do or have everything we would like to have. Economics is the study of how people make choices under conditions of scarcity and of the results of those choices for society.

In the class-size example just discussed, a motivated economics student might definitely prefer to be in a class of 20 rather than a class of 100, everything else being equal. But other things, of course, are not equal. Students can enjoy the benefits of having smaller classes, but only at the price of having less money for other activities. The student's choice inevitably will come down to the relative importance of competing activities.

That such trade-offs are widespread and important is one of the core principles of economics. We call it the **scarcity principle**, because the simple fact of scarcity makes trade-offs necessary. Another name for the scarcity principle is the **no-free-lunch principle** (which comes from the observation that even lunches that are given to you are never really free—somebody, somehow, always has to pay for them).

**The Scarcity Principle (also called the No-Free-Lunch Principle):** Although we have boundless needs and wants, the resources available to us are limited. So having more of one good thing usually means having less of another.

Inherent in the idea of a trade-off is the fact that choice involves compromise between competing interests. Economists resolve such trade-offs by using *cost-benefit analysis*, which is based on the disarmingly simple principle that an action should be taken if, and only if, its benefits exceed its costs. We call this statement the **cost-benefit principle**, and it, too, is one of the core principles of economics:

**The Cost-Benefit Principle:** An individual (or a firm, or a society) should take an action if, and only if, the extra benefits from taking the action are at least as great as the extra costs.

With the cost-benefit principle in mind, let's think about our class-size question again. Imagine that classrooms come in only two sizes—100-seat lecture halls and 20-seat classrooms—and that your university currently offers introductory economics courses to classes of 100 students. Question: Should administrators reduce the class size to 20 students? Answer: Reduce if, and only if, the value of the improvement in instruction outweighs its additional cost.

This rule sounds simple, but to apply it we need some way to measure the relevant costs and benefits—a task that is often difficult in practice. If we make a few simplifying assumptions, however, we can see how the analysis might work. On the cost side, the primary expense of reducing class size from 100 to 20 is that we will now need five professors instead of just one. We'll also need five smaller classrooms rather than a single big one, and this too may add slightly to the expense of the move. For the sake of discussion, suppose that the cost with a class size of 20 turns out to be \$1,000 per student more than the cost per student when the class size is 100. Should administrators switch to the smaller class size? If they apply the cost-benefit principle, they will realize that *the reduction in class size makes sense only if the value of attending the smaller class is at least \$1,000 per student greater than the value of attending the larger class.*

Would you (or your family) be willing to pay an extra \$1,000 for a smaller economics class? If not, and if other students feel the same way, then sticking with the larger class size makes sense. But if you and others would be willing to pay the extra tuition, then reducing the class size to 20 makes good economic sense.

Notice that the "best" class size, from an economic point of view, will generally not be the same as the "best" size from the point of view of an educational psychologist. The difference arises because the economic definition of "best" takes into account both the benefits *and* the costs of different class sizes. The psychologist ignores costs and looks only at the learning benefits of different class sizes.

In practice, of course, different people will feel differently about the value of smaller classes. People with high incomes, for example, tend to be willing to pay more for the advantage, which helps to explain why average class size is smaller, and tuition higher, at private schools whose students come predominantly from high-income families.

The cost-benefit framework for thinking about the class-size problem also suggests a possible reason for the gradual increase in average class size that has been taking place in American colleges and universities. During the last 15 years, professors' salaries have risen sharply, making smaller classes more costly. During the same period, median family income—and hence the willingness to pay for smaller classes—has remained roughly constant. When the cost of offering smaller classes goes up but willingness to pay for smaller classes does not, universities shift to larger class sizes.

Scarcity and the trade-offs that result also apply to resources other than money. Bill Gates is the richest man on Earth. His wealth was once estimated at over \$100 billion—more than the combined wealth of the poorest 40 percent of Americans. Gates has enough money to buy more houses, cars, vacations, and other consumer goods than he could possibly use. Yet Gates, like the rest of us, has only 24 hours each day and a limited amount of energy. So even he confronts trade-offs, in that any activity he pursues—whether it be building his business empire or redecorating his mansion—uses up time and energy that he could otherwise spend on other things. Indeed, someone once calculated that the value of Gates's time is so great that pausing to pick up a \$100 bill from the sidewalk simply wouldn't be worth his while.

## APPLYING THE COST-BENEFIT PRINCIPLE

In studying choice under scarcity, we'll usually begin with the premise that people are **rational**, which means they have well-defined goals and try to fulfill them as best they can. The cost-benefit principle illustrated in the class-size example is a fundamental tool for the study of how rational people make choices.

As in the class-size example, often the only real difficulty in applying the cost-benefit rule is to come up with reasonable measures of the relevant benefits and costs. Only in rare instances will exact dollar measures be conveniently available. But the cost-benefit framework can lend structure to your thinking even when no relevant market data are available.

To illustrate how we proceed in such cases, the following example asks you to decide whether to perform an action whose cost is described only in vague, qualitative terms.

### EXAMPLE 1.1 **Should you walk downtown to save \$10 on a \$25 computer game?**

Imagine you are about to buy a \$25 computer game at the nearby campus store when a friend tells you that the same game is on sale at a downtown store for only \$15. If the downtown store is a 30-minute walk away, where should you buy the game?



The cost-benefit principle tells us that you should buy it downtown if the benefit of doing so exceeds the cost. The benefit of taking any action is the dollar value of everything you gain by taking it. Here, the benefit of buying downtown is exactly \$10, since that is the amount you will save on the purchase price of the game. The cost of taking any action is the dollar value of everything you give up by taking it. Here, the cost of buying downtown is the dollar value you assign to the time and trouble it takes to make the trip. But how do we estimate that dollar value?

One way is to perform the following hypothetical auction. Imagine that a stranger has offered to pay you to do an errand that involves the same walk downtown (perhaps to drop off a letter for her at the post office). If she offered you a payment of, say, \$1,000, would you accept? If so, we know that your cost of walking downtown and back must be less than \$1,000. Now imagine her offer being reduced in small increments until you finally refuse the last offer. For example, if you would agree to walk downtown and back for \$9.00 but not for \$8.99, then your cost of making the trip is \$9.00. In this case, you should buy the game downtown, because the \$10 you'll save (your benefit) is greater than your \$9.00 cost of making the trip.

But suppose, alternatively, that your cost of making the trip had been greater than \$10. In that case, your best bet would have been to buy the game from the nearby campus store. Confronted with this choice, different people may choose differently, depending on how costly they think it is to make the trip downtown. But although there is no uniquely correct choice, most people who are asked what they would do in this situation say they would buy the game downtown.