

Essence Of Decision

Decision-Making for a Sustainable Environment
The Essence of Politics
Specifics of Decision Making in Modern Business Systems
Destined for War
Four Guardians
Corporate Governance and Strategic Decision Making
The Oxford Handbook of Organizational Paradox
Decision-Making in American Foreign Policy
The Bay of Pigs
Essence of Decision
Explaining Political Judgement
Getting Started with Business Analytics
Foreign Policy Decision-Making (Revisited)
Health Policy in Britain
Lee Kuan Yew
Essence of Decision
Living the Policy Process
The Politics of Revolution
Talk at the Brink
Dynamics of decision making: from evidence to preference and belief
Decision Making
Primer on Decision Making
Neuroeconomic and Behavioral Aspects of Decision Making
International Negotiation in a Complex World
The Accidental Superpower
The Cybernetic Theory of Decision
Understanding Foreign Policy
Decision Making
Nuclear Terrorism
The Cuban Missile Crisis
Explaining Foreign Policy
In the Shadow of the Garrison State
Risk-Taking in International Politics
The Decline of the West
Models in Environmental Regulatory Decision Making
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The Cold War: A Very Short Introduction
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Presidential Decisions for War
Essence of Decision
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Decision-Making for a Sustainable

Environment

The massive disorder and economic ruin following the Second World War inevitably predetermined the scope and intensity of the Cold War. But why did it last so long? And what impact did it have on the United States, the Soviet Union, Europe, and the Third World? Finally, how did it affect the broader history of the second half of the twentieth century - what were the human and financial costs? This Very Short Introduction provides a clear and stimulating interpretive overview of the Cold War, one that will both invite debate and encourage deeper investigation. ABOUT THE SERIES: The Very Short Introductions series from Oxford University Press contains hundreds of titles in almost every subject area. These pocket-sized books are the perfect way to get ahead in a new subject quickly. Our expert authors combine facts, analysis, perspective, new ideas, and enthusiasm to make interesting and challenging topics highly readable.

The Essence of Politics

Grand strategist and founder of modern Singapore offers key insights and controversial opinions on globalization, geopolitics, economic growth, and democracy. When Lee Kuan Yew speaks, presidents, prime ministers, diplomats, and CEOs listen. Lee, the founding father of modern Singapore and its prime minister from 1959 to 1990, has honed his wisdom during more than fifty years on the world stage. Almost single-handedly responsible for transforming

Singapore into a Western-style economic success, he offers a unique perspective on the geopolitics of East and West. American presidents from Richard Nixon to Barack Obama have welcomed him to the White House; British prime ministers from Margaret Thatcher to Tony Blair have recognized his wisdom; and business leaders from Rupert Murdoch to Rex Tillerson, CEO of Exxon Mobil, have praised his accomplishments. This book gathers key insights from interviews, speeches, and Lee's voluminous published writings and presents them in an engaging question and answer format. Lee offers his assessment of China's future, asserting, among other things, that "China will want to share this century as co-equals with the U.S." He affirms the United States' position as the world's sole superpower but expresses dismay at the vagaries of its political system. He offers strategic advice for dealing with China and goes on to discuss India's future, Islamic terrorism, economic growth, geopolitics and globalization, and democracy. Lee does not pull his punches, offering his unvarnished opinions on multiculturalism, the welfare state, education, and the free market. This little book belongs on the reading list of every world leader--including the one who takes the oath of office on January 20, 2013.

Specifics of Decision Making in Modern Business Systems

This proceedings volume presents the latest scientific research and trends in experimental economics, with particular focus on neuroeconomics. Derived from the

2016 Computational Methods in Experimental Economics (CMEE) conference held in Szczecin, Poland, this book features research and analysis of novel computational methods in neuroeconomics. Neuroeconomics is an interdisciplinary field that combines neuroscience, psychology and economics to build a comprehensive theory of decision making. At its core, neuroeconomics analyzes the decision-making process not only in terms of external conditions or psychological aspects, but also from the neuronal point of view by examining the cerebral conditions of decision making. The application of IT enhances the possibilities of conducting such analyses. Such studies are now performed by software that provides interaction among all the participants and possibilities to register their reactions more accurately. This book examines some of these applications and methods. Featuring contributions on both theory and application, this book is of interest to researchers, students, academics and professionals interested in experimental economics, neuroeconomics and behavioral economics.

Destined for War

Examines the political decisions made during the Missile Crisis.

Four Guardians

In the bestselling tradition of *The World Is Flat* and *The Next 100 Years*, **THE ACCIDENTAL SUPERPOWER**

will be a much discussed, contrarian, and eye-opening assessment of American power. Near the end of the Second World War, the United States made a bold strategic gambit that rewired the international system. Empires were abolished and replaced by a global arrangement enforced by the U.S. Navy. With all the world's oceans safe for the first time in history, markets and resources were made available for everyone. Enemies became partners. We think of this system as normal-it is not. We live in an artificial world on borrowed time. In *THE ACCIDENTAL SUPERPOWER*, international strategist Peter Zeihan examines how the hard rules of geography are eroding the American commitment to free trade; how much of the planet is aging into a mass retirement that will enervate markets and capital supplies; and how, against all odds, it is the ever-ravenous American economy that-alone among the developed nations-is rapidly approaching energy independence. Combined, these factors are doing nothing less than overturning the global system and ushering in a new (dis)order. For most, that is a disaster-in-waiting, but not for the Americans. The shale revolution allows Americans to sidestep an increasingly dangerous energy market. Only the United States boasts a youth population large enough to escape the sucking maw of global aging. Most important, geography will matter more than ever in a de-globalizing world, and America's geography is simply sublime.

Corporate Governance and Strategic Decision Making

In this classic work, John Steinbruner argues that the time is ripe for exploration of a new theoretical perspective on the decision-making process in government. He suggests that the cybernetic theory of decision as developed in such diverse fields as information theory, mathematical logic, and behavioral psychology generates a systematic but non-rational analysis that seems to explain quite naturally decisions that are puzzling when viewed from the rational perspective. When combined with the basic understanding of human mental operations developed in cognitive psychology, the cybernetic theory of decision presents a striking picture of how decision makers deal with the intense uncertainty and fundamental value conflicts that arise in bureaucratic politics. To illustrate the advantages of using cybernetic theory, Steinbruner analyzes the issue of sharing nuclear weapons among the NATO allies.

The Oxford Handbook of Organizational Paradox

This timely work brings a new appreciation for the American military, the complex dynamics of civilian control, and the principled ways in which the four guardian services defend their nation.

Decision-Making in American Foreign Policy

Increasingly, environmental decision making is like playing a multidimensional game of chess. With interactions between the atmosphere, the litho-

hydrosphere, and the biosphere, the game is at once a measure of complexity, uncertainty, interdisciplinary acuity, social-environmental sustainability, and social justice for all generations. As such, it demands a systemic point of view. *Decision Making for a Sustainable Environment: A Systemic Approach* gives readers the tools to replace the dysfunctional, symptomatic decision making that has plunged the world into environmental crises with a systemic approach that fosters social-environmental sustainability. A New Paradigm for Environmental Decision Making Based on the author's more than 45 years of research and broad, international experience, this book guides policy makers and managers to work with—rather than within—theoretical and methodological frameworks to achieve multidimensional and multilayered policy decisions. It discusses systemic thinking as a rational, viable alternative to competitive, materialistic, and symptomatic decision making. *Insights, Approaches, and Examples for Leadership* Organized into three parts, the book begins by describing the inviolable biophysical principles that define the limitations of human choices. The second part examines in depth why the conventional command-and-control form of decision making tends to become dysfunctional and fails. It also explains how to break the cycle of such behavior. A case study by Jessica K. La Porte explores the challenges of creating a program of environmentally sustainable decision making. The third part of the book explores what it takes to be a psychologically mature decision maker. *A Peaceful Path toward Social-Environmental Sustainability for All Generations* Proposing new ways of thinking and

problem solving, this book provides readers with the ideas, language, approaches, and examples to move toward genuine social-environmental sustainability. It offers counsel on how to be a psychologically mature trustee of planet Earth and leave a more viable legacy for future generations.

The Bay of Pigs

A NEW YORK TIMES NOTABLE BOOK OF THE YEAR | SHORT-LISTED FOR THE 2018 LIONEL GELBER PRIZE | NAMED A BEST BOOK OF THE YEAR BY: FINANCIAL TIMES * THE TIMES (LONDON) * AMAZON “Allison is one of the keenest observers of international affairs around.”— JOE BIDEN, former vice president of the United States China and the United States are heading toward a war neither wants. The reason is Thucydides’s Trap: when a rising power threatens to displace a ruling one, violence is the likeliest result. Over the past five hundred years, these conditions have occurred sixteen times; war broke out in twelve. Today, as an unstoppable China approaches an immovable America, and both Xi Jinping and Donald Trump promise to make their countries “great again,” the seventeenth case looks grim. A trade conflict, cyberattack, Korean crisis, or accident at sea could easily spark a major war. In *Destined for War*, eminent Harvard scholar Graham Allison masterfully blends history and current events to explain the timeless machinery of Thucydides’s Trap—and to explore the painful steps that might prevent disaster today. “[A] must-read book in both Washington and Beijing.”— NIALL FERGUSON, BOSTON GLOBE

“[Allison is] a first-class academic with the instincts of a first-rate politician.”— BLOOMBERG NEWS “[Full of] wide-ranging, erudite case studies that span human history . . . [A] fine book.”— NEW YORK TIMES BOOK REVIEW

Essence of Decision

The process of negotiation, standing as it does between war and peace in many parts of the globe, has never been a more vital process to understand than in today's rapidly changing international system. Students of negotiation must first understand key IR concepts as they try to incorporate the dynamics of the many anomalous actors that regularly interact with conventional state agents in the diplomatic arena. This hands-on text provides an essential introduction to this high-stakes realm, exploring the impact of complex multilateralism on traditional negotiation concepts such as bargaining, issue salience, and strategic choice. Using an easy-to-understand board game analogy as a framework for studying negotiation episodes, the authors include a rich array of real-world cases and examples—now updated with the results of the Paris climate change agreement—to illustrate key themes, including the intensity of crisis situations for negotiators, the role of culture in communication, and the impact of domestic-level politics on international negotiations. Providing tools for analyzing why negotiations succeed or fail, this innovative text also presents effective exercises and learning approaches that enable students to understand the complexities of negotiation by

engaging in the diplomatic process themselves.

Explaining Political Judgement

Decision Making is a book where each chapter has been contributed to by a different author(s). The book synthesizes the analytical principles with business practice of Decision Making. Specifically, the book provides an interface between the main disciplines of engineering/technology and the organizational, administrative, and planning abilities of decision making. It is complementary to other sub-disciplines such as economics, finance, marketing, decision and risk analysis, etc. The chapters introduce and demonstrate decision making theory in practical case studies. It demonstrates key results for each sector with diverse real-world case studies. The theory is accompanied by relevant analysis techniques, with a progressional approach building from simple theory to complex and dynamic decisions with multiple data points, including big data, etc. Computational techniques, dynamic analysis, probabilistic methods, and mathematical optimization techniques are expertly blended to support analysis of multi-criteria decision-making problems with defined constraints and requirements.

Getting Started with Business Analytics

Uses the tools of Conversation analysis to show how the decisions of the ExComm were made during the Cuban Missile Crisis, based on audio tapes made by President Kennedy.

Foreign Policy Decision-Making (Revisited)

Understanding Foreign Policy Decision Making presents a psychological approach to foreign policy decision making. This approach focuses on the decision process, dynamics, and outcome. The book includes a wealth of extended real-world case studies and examples that are woven into the text. The cases and examples, which are written in an accessible style, include decisions made by leaders of the United States, Israel, New Zealand, Cuba, Iceland, United Kingdom, and others. In addition to coverage of the rational model of decision making, levels of analysis of foreign policy decision making, and types of decisions, the book includes extensive material on alternatives to the rational choice model, the marketing and framing of decisions, cognitive biases, and domestic, cultural, and international influences on decision making in international affairs. Existing textbooks do not present such an approach to foreign policy decision making, international relations, American foreign policy, and comparative foreign policy.

Health Policy in Britain

This volume brings together a collection of leading international experts to revisit and review our understanding of the Cuban Missile Crisis, via a critical reappraisal of some of the key texts. In October 1962, humankind came close to the end of its history. The risk of catastrophe is now recognised by

many to have been greater than realised by protagonists at the time or scholars subsequently. The Cuban missile crisis remains one of the mostly intensely studied moments of world history. Understanding is framed and informed by Cold War historiography, political science and personal experience, written by scholars, journalists, and surviving officials. The emergence of Soviet (later Russian) and other national narratives has broadened the scope of enquiry, while scrutiny of the operational, especially military, dimensions has challenged assumptions about the risk of nuclear war. *The Cuban Missile Crisis: A Critical Reappraisal* brings together world leading scholars from America, Britain, France, Canada, and Russia to present critical scrutiny of authoritative accounts and to recast assumptions and interpretations. The book aims to provide an essential guide for students of the missile crisis, the diplomacy of the Cold War, and the dynamics of historical interpretation and reinterpretation. Offering original ideas and agendas, the contributors seek to provide a new understanding of the secrets and mysteries of the moment when the world went to the brink of Armageddon. This book will be of great interest to students of the Cuban missile crisis, Cold War Studies, nuclear proliferation, international history and International Relations in general.

Lee Kuan Yew

This Handbook brings together a collection of leading international authors to reflect on the influence of central contributions, or classics, that have shaped

the development of the field of public policy and administration. The Handbook reflects on a wide range of key contributions to the field, selected on the basis of their international and wider disciplinary impact. Focusing on classics that contributed significantly to the field over the second half of the 20th century, it offers insights into works that have explored aspects of the policy process, of particular features of bureaucracy, and of administrative and policy reforms. Each classic is discussed by a leading international scholar. They offer unique insights into the ways in which individual classics have been received in scholarly debates and disciplines, how classics have shaped evolving research agendas, and how the individual classics continue to shape contemporary scholarly debates. In doing so, this volume offers a novel approach towards considering the various central contributions to the field. The Handbook offers students of public policy and administration state-of-the-art insights into the enduring impact of key contributions to the field.

Essence of Decision

Predicts that a catastrophic nuclear attack is likely to occur within the next decade if policy makers continue present tactics, and states that such an attack is preventable, offering recommendations for addressing national vulnerabilities.

Living the Policy Process

The late German historian considers all forms and

movements of human affairs as he predicts the inevitable eclipse of Western civilization, in an abridged edition of the classic study, first published more than eighty years ago. Reprint.

The Politics of Revolution

What is politics about? At its core, politics is about resolving matters that are contested in a society or group. It exists not only within and between states, but also within religious institutions, sports organisations, commercial enterprises, schools and social organisations. Politics is driven by conflict, but also by cooperation. To understand politics, we must ask specific ('key') questions about the nature of political conflict, about persons, groups and institutions that are involved, about their resources, and about the wider context that both constrains and provides opportunities for all. It also requires an understanding of concepts such as power, influence and political community, and, of course, of the terms politics, conflict and cooperation. This book is about the 'essence' of politics, which is introduced by way of key questions and concepts that are indispensable for understanding politics in many different settings.

Talk at the Brink

Assuming no prior knowledge or technical skills, *Getting Started with Business Analytics: Insightful Decision-Making* explores the contents, capabilities, and applications of business analytics. It bridges the worlds of business and statistics and describes

business analytics from a non-commercial standpoint. The authors demystify the main concepts and terminologies and give many examples of real-world applications. The first part of the book introduces business data and recent technologies that have promoted fact-based decision-making. The authors look at how business intelligence differs from business analytics. They also discuss the main components of a business analytics application and the various requirements for integrating business with analytics. The second part presents the technologies underlying business analytics: data mining and data analytics. The book helps you understand the key concepts and ideas behind data mining and shows how data mining has expanded into data analytics when considering new types of data such as network and text data. The third part explores business analytics in depth, covering customer, social, and operational analytics. Each chapter in this part incorporates hands-on projects based on publicly available data. Helping you make sound decisions based on hard data, this self-contained guide provides an integrated framework for data mining in business analytics. It takes you on a journey through this data-rich world, showing you how to deploy business analytics solutions in your organization.

Dynamics of decision making: from evidence to preference and belief

A case study of decision making under pressure, this text covers the Cuban missile crisis, using the crisis as a basic frame of reference. It seeks to teach students

how to compare and contrast perspectives on foreign affairs.

Decision Making

Over the past ten years, there has been growing interest in the process of strategic decision-making among both managers and researchers. Strategic decisions are important for five main reasons: They are large-scale, risky and hard to reverse; they are a bridge between deliberate and emerging strategies; they can be a major source of organizational learning; they play an important part in the development of individual managers and they cut across functions and academic disciplines. Strategic Decisions summarizes the current state of the art in research on strategic decision-making, with chapters prepared by leading strategy researchers. The editors also present implications for current application and proposed directions for future research.

Primer on Decision Making

Discusses the way leaders deal with risk in making foreign policy decisions

Neuroeconomic and Behavioral Aspects of Decision Making

This edited volume aims to intimate and orient readers on the current state of corporate governance and strategic decision making a decade after the global financial crises. In particular, it sheds more

light on the current state of affairs of corporate governance mechanisms, codes, and their enforcement as well as novel issues arising. The ten constituent chapters contained herein are authored by seasoned academics with research interests in the areas of corporate governance, strategic management, and sustainable management practices. It provides up-to-date theoretical and empirical evidence of such corporate governance issues as corporate governance codes, corporate fraud, quality of earnings, strategic decision making, corporate social responsibility, sustainable management, and sustainable growth strategies. Irrespective of the diverse nature and span of the topics included, this edited volume is divided into three sections and structured to read as a unit.

International Negotiation in a Complex World

Many regulations issued by the U.S. Environmental Protection Agency (EPA) are based on the results of computer models. Models help EPA explain environmental phenomena in settings where direct observations are limited or unavailable, and anticipate the effects of agency policies on the environment, human health and the economy. Given the critical role played by models, the EPA asked the National Research Council to assess scientific issues related to the agency's selection and use of models in its decisions. The book recommends a series of guidelines and principles for improving agency models and decision-making processes. The

centerpiece of the book's recommended vision is a life-cycle approach to model evaluation which includes peer review, corroboration of results, and other activities. This will enhance the agency's ability to respond to requirements from a 2001 law on information quality and improve policy development and implementation.

The Accidental Superpower

The Cybernetic Theory of Decision

This foreign policy analysis textbook is written especially for students studying to become national security professionals. It translates academic knowledge about the complex influences on American foreign policymaking into an intuitive, cohesive, and practical set of analytic tools. The focus here is not theory for the sake of theory, but rather to translate theory into practice. Classic paradigms are adapted to fit the changing realities of the contemporary national security environment. For example, the growing centrality of the White House is seen in the 'palace politics' of the president's inner circle, and the growth of the national security apparatus introduces new dimensions to organizational processes and subordinate levels of bureaucratic politics. Real-world case studies are used throughout to allow students to apply theory. These comprise recent events that draw impartially across partisan lines and encompass a variety of diplomatic, military, and economic and trade issues.

Understanding Foreign Policy Decision Making

At the core of the many debates throughout cognitive science concerning how decisions are made are the processes governing the time course of preference formation and decision. From perceptual choices, such as whether the signal on a radar screen indicates an enemy missile or a spot on a CT scan indicates a tumor, to cognitive value-based decisions, such as selecting an agreeable flatmate or deciding the guilt of a defendant, significant and everyday decisions are dynamic over time. Phenomena such as decoy effects, preference reversals and order effects are still puzzling researchers. For example, in a legal context, jurors receive discrete pieces of evidence in sequence, and must integrate these pieces together to reach a singular verdict. From a standard Bayesian viewpoint the order in which people receive the evidence should not influence their final decision, and yet order effects seem a robust empirical phenomena in many decision contexts. Current research on how decisions unfold, especially in a dynamic environment, is advancing our theoretical understanding of decision making. This Research Topic aims to review and further explore the time course of a decision - from how prior beliefs are formed to how those beliefs are used and updated over time, towards the formation of preferences and choices and post-decision processes and effects. Research literatures encompassing varied approaches to the time-scale of decisions will be brought into scope: a) Speeded decisions (and post-decision

processes) that require the accumulation of noisy and possibly non-stationary perceptual evidence (e.g., randomly moving dots stimuli), within a few seconds, with or without temporal uncertainty. b) Temporally-extended, value-based decisions that integrate feedback values (e.g., gambling machines) and internally-generated decision criteria (e.g., when one switches attention, selectively, between the various aspects of several choice alternatives). c) Temporally extended, belief-based decisions that build on the integration of evidence, which interacts with the decision maker's belief system, towards the updating of the beliefs and the formation of judgments and preferences (as in the legal context). Research that emphasizes theoretical concerns (including optimality analysis) and mechanisms underlying the decision process, both neural and cognitive, is presented, as well as research that combines experimental and computational levels of analysis.

Nuclear Terrorism

A penetrating study of the 1962 Cuban missile crisis examines the workings of American decision-making and foreign policy.

The Cuban Missile Crisis

Explaining Foreign Policy

War--or the threat of war--usually strengthens states as governments tax, draft soldiers, exert control over

industrial production, and dampen internal dissent in order to build military might. The United States, however, was founded on the suspicion of state power, a suspicion that continued to gird its institutional architecture and inform the sentiments of many of its politicians and citizens through the twentieth century. In this comprehensive rethinking of postwar political history, Aaron Friedberg convincingly argues that such anti-statist inclinations prevented Cold War anxieties from transforming the United States into the garrison state it might have become in their absence. Drawing on an array of primary and secondary sources, including newly available archival materials, Friedberg concludes that the "weakness" of the American state served as a profound source of national strength that allowed the United States to outperform and outlast its supremely centralized and statist rival: the Soviet Union. Friedberg's analysis of the U. S. government's approach to taxation, conscription, industrial planning, scientific research and development, and armaments manufacturing reveals that the American state did expand during the early Cold War period. But domestic constraints on its expansion--including those stemming from mean self-interest as well as those guided by a principled belief in the virtues of limiting federal power--protected economic vitality, technological superiority, and public support for Cold War activities. The strategic synthesis that emerged by the early 1960s was functional as well as stable, enabling the United States to deter, contain, and ultimately outlive the Soviet Union precisely because the American state did not limit unduly the political, personal, and economic freedom of its citizens. Political scientists, historians,

and general readers interested in Cold War history will value this thoroughly researched volume. Friedberg's insightful scholarship will also inspire future policy by contributing to our understanding of how liberal democracy's inherent qualities nurture its survival and spread.

In the Shadow of the Garrison State

This classic work has helped shape the field of international relations and especially influenced scholars interested in how foreign policy is made. At a time when conventional wisdom and traditional approaches are being questioned, and when there is increased interest in the importance of process, the insights of Snyder, Bruck and Sapin have continuing and increased relevance. Prescient in its focus on the effects on foreign policy of individuals and their preconceptions, organizations and their procedures, and cultures and their values, "Foreign Policy Decision-Making" is of continued relevance for anyone seeking to understand the ways foreign policy is made. Their seminal framework is here complemented by two new chapters examining its influence on generations of scholars, the current state of the field, and areas for future research.

Risk-Taking in International Politics

Following World War II, Americans expected that the United States would wage another major war against a superpower. Instead, the nation has fought limited wars against much weaker states, such as North

Korea, North Vietnam, and Iraq. This revised and updated edition of *Presidential Decisions for War* analyzes the means by which four presidents have taken the nation to war and assesses the effectiveness of each president's leadership during those conflicts. Gary Hess recreates the unfolding crises in Korea, Vietnam, and Iraq to probe the reasons why Presidents Truman, Johnson, George H. W. Bush, and George W. Bush and their advisors decided in favor of war. He compares the performance of the commanders-in-chief and evaluates how effectively each understood U.S. interests, explored alternatives to war, adhered to constitutional processes, and built congressional, popular, and international support. A new conclusion points out, that unlike the administrations of Truman, Johnson, and the elder Bush, George W. Bush's White House actively sought to change the international order through preemptive war and aggressive democracy building. Fully revised and featuring an examination of how each of the presidents learned from history and juggled the demands on diplomacy, this comparative study of presidential war-making elucidates how effective executive leadership—or its absence—directly affects the outcome of wars. -- Dan Koprowski

The Decline of the West

What is political judgement? Why do politicians exhibit such contrasting thought styles in making decisions, even when they agree ideologically? What happens when governments with contrasting thought

styles have to deal with each other? In this book Perri 6 presents a fresh, rigorous explanatory theory of judgement, its varieties and its consequences, drawing upon Durkheim and Douglas. He argues that policy makers will understand - and misunderstand - their problems and choices in ways that reproduce their own social organisation. This theory is developed by using the Cuban Missile Crisis of 1962 as an extended case study, examining the decision-making of the Kennedy, Castro and Khrushchev regimes. Explaining Political Judgement is the first comprehensive study to show what a neo-Durkheimian institutional approach can offer to political science and to the social sciences generally.

Models in Environmental Regulatory Decision Making

Building on lecture notes from his acclaimed course at Stanford University, James March provides a brilliant introduction to decision making, a central human activity fundamental to individual, group, organizational, and societal life. March draws on research from all the disciplines of social and behavioral science to show decision making in its broadest context. By emphasizing how decisions are actually made -- as opposed to how they should be made -- he enables those involved in the process to understand it both as observers and as participants. March sheds new light on the decision-making process by delineating four deep issues that persistently divide students of decision making: Are decisions based on rational choices involving

preferences and expected consequences, or on rules that are appropriate to the identity of the decision maker and the situation? Is decision making a consistent, clear process or one characterized by ambiguity and inconsistency? Is decision making significant primarily for its outcomes, or for the individual and social meanings it creates and sustains? And finally, are the outcomes of decision processes attributable solely to the actions of individuals, or to the combined influence of interacting individuals, organizations, and societies? March's observations on how intelligence is -- or is not -- achieved through decision making, and possibilities for enhancing decision intelligence, are also provided. March explains key concepts of vital importance to students of decision making and decision makers, such as limited rationality, history-dependent rules, and ambiguity, and weaves these ideas into a full depiction of decision making. He includes a discussion of the modern aspects of several classic issues underlying these concepts, such as the relation between reason and ignorance, intentionality and fate, and meaning and interpretation. This valuable textbook by one of the seminal figures in the history of organizational decision making will be required reading for a new generation of scholars, managers, and other decision makers.

Encyclopedia of Decision Making and Decision Support Technologies

Scholars of international relations tend to prefer one model or another in explaining the foreign policy

behavior of governments. Steve Yetiv, however, advocates an approach that applies five familiar models: rational actor, cognitive, domestic politics, groupthink, and bureaucratic politics. Drawing on the widest set of primary sources and interviews with key actors to date, he applies each of these models to the 1990-91 Persian Gulf crisis and to the U.S. decision to go to war with Iraq in 2003. Probing the strengths and shortcomings of each model in explaining how and why the United States decided to proceed with the Persian Gulf War, he shows that all models (with the exception of the government politics model) contribute in some way to our understanding of the event. No one model provides the best explanation, but when all five are used, a fuller and more complete understanding emerges. In the case of the Gulf War, Yetiv demonstrates the limits of models that presume rational decision-making as well as the crucial importance of using various perspectives. Drawing partly on the Gulf War case, he also develops innovative theories about when groupthink can actually produce a positive outcome and about the conditions under which government politics will likely be avoided. He shows that the best explanations for government behavior ultimately integrate empirical insights yielded from both international and domestic theory, which scholars have often seen as analytically separate. With its use of the Persian Gulf crisis as a teachable case study and coverage of the more recent Iraq war, *Explaining Foreign Policy* will be of interest to students and scholars of foreign policy, international relations, and related fields.

The Cold War: A Very Short Introduction

Specifics of Decision Making in Modern Business Systems focuses on the regularities and tendencies that are peculiar for the modern Russian practice of decision making in business systems, as well as the authors' solutions for its optimization in view of new challenges and possibilities.

Strategic Decisions

Systematically updated throughout, the 6th edition of this leading text takes the story of health policy to the end of the Blair era and into the early years of the Brown premiership. It offers a clear and thorough introduction to the history of the NHS, its funding and priorities, and to the process of policy making.

Presidential Decisions for War

The notion of paradox dates back to ancient philosophy, yet only recently have scholars started to explore this idea in organizational phenomena. Two decades ago, a handful of provocative theorists urged researchers to take seriously the study of paradox, and thereby deepen our understanding of plurality, tensions, and contradictions in organizational life. Studies of organizational paradox have grown exponentially over the past two decades, canvassing varied phenomena, methods, and levels of analysis. These studies have explored such tensions as today and tomorrow, global integration and local distinctions, collaboration and competition, self and

others, mission and markets. Yet even with both the depth and breadth of interest in organizational paradoxes, key issues around definitions and application remain. This handbook seeks to aid, engage, and fuel the expanding interest in organizational paradox. Contributions to this volume depict how paradox studies inform, and are informed, by other theoretical perspectives, while creating a resource that enables scholars to learn about and apply this lens across varied organizational phenomena. The increasing complexity, volatility, and ambiguity in our world continually surfaces paradoxical dynamics. Thus, this handbook offers insights to scholars across organizational theory.

Essence of Decision

Policymaking in large bureaucracies is hardly a simple process. Even the most respected policymakers have to contend with obstacles that seemingly have little to do with the issue at hand--office politics, work structure, and shifting political environments. Yet learning to manage such complex environments is necessary for good policymaking. In *Living the Policy Process*, Philip Heymann outlines the complex thought processes of policymakers as they struggle to influence both foreign and domestic policy decisions from within the United States government bureaucracy. Focusing on three critical situations to illuminate the politics of policy choice--the successful attempt to sell missiles to the Mujahideen in Afghanistan in the 1980s; the Iran-Contra scandal; and the FDA's attempt to regulate smoking as well as

the efforts to do the same by an outside lobbyist- Heymann dissects the intuitive yet rigorous framework that highly skilled policymakers follow to influence government outcomes. Throughout, he offers detailed accounts of the policy process at work in the Reagan, first Bush, and Clinton administrations, from the cabinet level down to the middle tiers of the federal bureaucracy. Heymann deftly describes the shifting real-world conditions that government officials face as they struggle to shape the policy agenda. Ultimately, *Living the Policy Process* offers a clear, incisive look at the complex considerations involved from all perspectives, with concrete examples, and enriches the understanding of the overall policy process for students, scholars, and practitioners.

The Oxford Handbook of Classics in Public Policy and Administration

As effective organizational decision making is a major factor in a company's success, a comprehensive account of current available research on the core concepts of the decision support agenda is in high demand by academicians and professionals. Through 110 authoritative contributions by over 160 of the world's leading experts the *Encyclopedia of Decision Making and Decision Support Technologies* presents a critical mass of research on the most up-to-date research on human and computer support of managerial decision making, including discussion on support of operational, tactical, and strategic decisions, human vs. computer system support

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structure, individual and group decision making, and multi-criteria decision making.

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