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Essence Of Decision

Essence of
Decision Explaining the
Cuban Missile
Crisis Pearson P T R
Systematically updated

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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.

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It offers a clear and thorough introduction to the history of the NHS, its funding and priorities, and to the process of policy making.

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"We make decisions, but decisions make our life." All of us need to make decisions that may be major or minor. One good decision can work wonders and dramatically

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change our lives forever. Similarly, one bad decision can prove disastrous and make life horrible. So ultimately, our life is a sum total of the decisions we

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make. This highlights the fact that decision making is the most important thing we do throughout our lives. If the decision making process is so vital,

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then shouldn't an all-out effort be made to improve this process? Surprisingly and unfortunately, most of us never try to do so! There must be ways and

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methods to improve the process of decision making. There must be a way to standardize the process of decision making so that the chances of error are

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minimized. Can we learn this art and teach it to our children? There is very little literature available on this topic. Decisions is a book that is all about mastering

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the art of decision making by understanding and standardizing its concepts.

Why do states often refuse to yield to military threats from a

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more powerful actor,
such as the United
States? Why do they
frequently prefer war to
compliance?

International Relations
scholars generally

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employ the rational choice logic of consequences or the constructivist logic of appropriateness to explain this puzzling behavior. Max Weber,

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however, suggested a third logic of choice in his magnum opus *Economy and Society*: human decision making can also be motivated by emotions. Drawing on

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Weber and more recent scholarship in sociology and psychology, Robin Markwica introduces the logic of affect, or emotional choice theory, into the field of

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International Relations.
The logic of affect
posits that actors'
behavior is shaped by
the dynamic interplay
among their norms,
identities, and five key

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emotions: fear, anger, hope, pride, and humiliation. Markwica puts forward a series of propositions that specify the affective conditions under which

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leaders are likely to accept or reject a coercer's demands. To infer emotions and to examine their influence on decision making, he develops a

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methodological strategy combining sentiment analysis and an interpretive form of process tracing. He then applies the logic of affect to Nikita

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Khrushchev's behavior during the Cuban missile crisis in 1962 and Saddam Hussein's decision making in the Gulf conflict in 1990-1 offering a novel

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explanation for why U.S.
coercive diplomacy
succeeded in one case
but not in the other.
Pearl Harbor
Corporate Governance Ten
Years On

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Algorithmic Regulation
U.S. Decision-Making and
the Persian Gulf War
From Colony to
Superpower
The Cybernetic Theory of
Decision

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This Technical Memorandum, which is the first full case-study in a series of eight, examines how Canada dealt with the Cuban Missile Crisis. The case will focus on accounting for why the Diefenbaker government, in

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the context of a grave threat to North American security and defence, delayed increasing the readiness level for the CF as requested by Washington, and the role played by the mechanics of Canadian

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Government decision-making at the time. By reconstructing the events and decision-making processes that existed in the political, bureaucratic and military domains, the case begins to build the

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'story' of the Canada-US strategic defence relationship. In doing so, it recounts a sad story of leaders, both political and military, too readily accepting reasons to justify inaction in the face of a

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clear and present danger. Thus, while having a more streamlined national security structure cannot always negate the effect of personality on decision-making, what this case-study demonstrates is that the

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national security structure in place during the crisis allowed military civilian leadership to get away far too easily with finding reasons for inaction. While it is accepted that personality always makes

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itself felt, the lack of rigour in the system did nothing to soften its sharp edges since it did not force realistic and timely assessments of the nation's geostrategic imperatives, or of the developing threat

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from Soviet missiles in Cuba. Indeed, this case-study has shown that a degree of strategic laziness, enhanced by a slow move away from a mobilisation paradigm to one with large forces in-being,

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had crept into the nation's strategic planning and understanding of the likely nature of the next conflict. Decision-making is at the heart of governing and governance, and is a more challenging task compared to

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just a few decades ago as a result of increasing social complexity and globalization. In this book, B. Guy Peters and Jon Pierre propose a new framework for the comparative analysis of governance, arguing that

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government remains a central actor in governance. By articulating the functionalist dimension of governance they show how goal setting, resource mobilization, decision-making, implementation and

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feedback can be performed by a combination of different types of actors. Even so, effective governance requires a leading role for government. The framework is also applied to a taxonomy of governance arrangements

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and national styles of governing. Comparative Governance advances our knowledge about governance failure and how forms of governance may change. It also significantly strengthens the theory of

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governance, showing how governance can be studied conceptually as well as empirically.

This Handbook brings together a collection of leading international authors to reflect on the

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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

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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

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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

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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

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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

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of public policy and administration state-of-the-art insights into the enduring impact of key contributions to the field. How should companies be organized? To whom should boards of directors be

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responsible - shareholders,
or a wider group of
stakeholders? In this
fiercely competitive world
we cannot judge our own
system of corporate
governance in isolation; it
must bear comparison with

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the best. The second edition of this acclaimed and well-established book aims to do just that. Since publication of the first edition interest in corporate governance has greatly increased, codes have

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proliferated, and principles laid down nationally and internationally. In *Keeping Better Company*, the author describes developments in the system of corporate governance - both the business environment and the

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particular structures of company organization - in five major industrial countries: Germany, Japan, France, the USA, and the UK. This second edition is fully revised, updated and expanded, and includes a new

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conclusion looking at a number of ongoing issues in corporate governance, and an appendix discussing the role of international organizations.

Valuepack

Risk-Taking in International

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Politics

The Kennedy Doctrine

Comparative Governance

Emotional Choices

Neuroeconomics and the

Decision-Making Process

As the power and sophistication of of 'big data' and predictive analytics has

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continued to expand, so too has policy and public concern about the use of algorithms in contemporary life. This is hardly surprising given our increasing reliance on algorithms in daily life, touching policy sectors from healthcare, transport, finance, consumer retail, manufacturing education, and employment through to public service

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provision and the operation of the criminal justice system. This has prompted concerns about the need and importance of holding algorithmic power to account, yet it is far from clear that existing legal and other oversight mechanisms are up to the task. This collection of essays, edited by two leading regulatory governance

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scholars, offers a critical exploration of 'algorithmic regulation', understood both as a means for co-ordinating and regulating social action and decision-making, as well as the need for institutional mechanisms through which the power of algorithms and algorithmic systems might themselves be regulated. It

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offers a unique perspective that is likely to become a significant reference point for the ever-growing debates about the power of algorithms in daily life in the worlds of research, policy and practice. The range of contributors are drawn from a broad range of disciplinary perspectives including law, public administration, applied philosophy,

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data science and artificial intelligence. Taken together, they highlight the rise of algorithmic power, the potential benefits and risks associated with this power, the way in which Sheila Jasanoff's long-standing claim that 'technology is politics' has been thrown into sharp relief by the speed and scale at which algorithmic

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systems are proliferating, and the urgent need for wider public debate and engagement of their underlying values and value trade-offs, the way in which they affect individual and collective decision-making and action, and effective and legitimate mechanisms by and through which algorithmic power is held to

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account.

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

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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

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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.

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and the elder Bush, George W. Bush's White House actively sought to change the international order through preemptive war and aggressive democracy building."

--Book Jacket.

This classic book has been substantially rewritten to reflect the significant new American and Soviet archival sources now

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available to the researchers. Using the central case of the Cuban missile crisis as a basic frame of reference, *The Essence of Decision* teaches readers how to compare and contrast perspectives on foreign affairs.

New Dimensions of Political Analysis
Talk at the Brink

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Rediscovering the Functional Dimension
of Governing

Nuclear Terrorism

Essence of Decision

The Essence of Decision Making

In this study of busy, complex

Regional City -- and it is a real city

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-- the author has analyzed the power structure from top to bottom. He has searched out the men of power and, under fictitious names, has described them as they initiate policies in their offices, their homes, their clubs. They form a small,

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stable group at the top of the social structure. Their decision-making activities are not known to the public, but they are responsible for whatever is done, or not done, in their community. Beneath this top policy group is a clearly marked

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social stratification, through which decisions sift down to the substructures chosen to put them into effect. The dynamic relations within the power structure are made clear in charts, but the real interest lies in the author's report of what

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people themselves say. The African American community is also studied, with its own power structure and its own complicated relations with the large community. The method of study is fully described in an Appendix. The book

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should be of particular value to sociologists, political scientists, city-planning executives, Community Council members, social workers, teachers, and research workers in related fields. As a vigorous and readable presentation of facts, it

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should appeal to the reader who would like to know how his/her own community is run. Community Power Structure is not an expose. It is a description and discussion of a social phenomenon as it occurred. It is based on sound field research,

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including personal observation and interviews by the author.

The four principles that can help us to overcome our brains' natural biases to make better, more informed decisions--in our lives, careers, families and organizations.

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In *Decisive*, Chip Heath and Dan Heath, the bestselling authors of *Made to Stick* and *Switch*, tackle the thorny problem of how to overcome our natural biases and irrational thinking to make better decisions, about our work, lives, companies

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and careers. When it comes to decision making, our brains are flawed instruments. But given that we are biologically hard-wired to act foolishly and behave irrationally at times, how can we do better? A number of recent bestsellers have

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identified how irrational our decision making can be. But being aware of a bias doesn't correct it, just as knowing that you are nearsighted doesn't help you to see better. In *Decisive*, the Heath brothers, drawing on extensive

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studies, stories and research, offer specific, practical tools that can help us to think more clearly about our options, and get out of our heads, to improve our decision making, at work and at home.

Predicts that a catastrophic nuclear

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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. This foreign policy analysis

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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

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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,

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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

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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

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and trade issues.

Translating Theory into Practice
Confronting the 'Essence of
Decision': Canada and the Cuban
Missile Crisis
Thirteen Days: A Memoir of the
Cuban Missile Crisis

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Korea, Vietnam, the Persian Gulf,
and Iraq

Explaining Foreign Policy

Models in Environmental

Regulatory Decision Making

Uses the tools of

Conversaton analysis to show

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how the decisions of the ExComm were made during the Cuban Missile Crisis, based on audio tapes made by President Kennedy.

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

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There is a growing interaction between companies and countries, illustrated by a constant flow of trade, capital, and work. With the rapid emergence of other countries with sufficient potential to

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join the globalization process, it is necessary to provide techniques for managerial planning, organization, and control in an international context. Managerial Competencies for Multinational Businesses is

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a collection of innovative research on the methods of leadership styles and skills required for managers to be successful in an international company. Highlighting a range of topics, including human

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resource management, industrial relations, and international careers, this book is ideally designed for senior managers, business professionals, team leaders, and human resource managers seeking current research on

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the key aspects of managing a company in a developing globalized market.

A short, sharp guide to tackling life's biggest challenges: understanding ourselves and making the right choices. Every day

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offers moments of decision, from what to eat for lunch to how to settle a dispute with a colleague. Still larger questions loom: How can I motivate my team? How can I work more efficiently? What is the long tail

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anyway? Whether you're a newly minted MBA, a chronic second-guesser, or just someone eager for a new vantage point, *The Decision Book* presents fifty models for better structuring, and subsequently understanding,

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life's steady challenges. Interactive and thought-provoking, this illustrated workbook offers succinct summaries of popular strategies, including the Rubber Band Model for dilemmas with many

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directions, the Personal Performance Model to test whether to change jobs, and the Black Swan Model to illustrate why experience doesn't guarantee wisdom. Packed with familiar tools like the Pareto Principle,

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the Prisoner's Dilemma, and an unusual exercise inspired by Warren Buffet, The Decision Book is the ideal reference for flexible thinkers.

Essence of decision.

Explaining the Cuban Missile

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his

Agendas, Alternatives and
Public Policies (Longman
Classics Edition)/Essence of
Decision Explaining the
Cuban Missile Crisis

The Grand Master's Insights
on China, the United States,

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and the World

Playing by the Rules

Health Policy in Britain

Warning and Decision

The Oxford History of the United States is the most respected multi-volume history of our nation in print.

The series includes three Pulitzer

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Prize-winners, a New York Times bestseller, and winners of prestigious Bancroft and Parkman Prizes. From Colony to Superpower is the only thematic volume commissioned for the series. Here George C. Herring uses foreign relations as the lens through which to tell the story of

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America's dramatic rise from thirteen disparate colonies huddled along the Atlantic coast to the world's greatest superpower. A sweeping account of United States' foreign relations and diplomacy, this magisterial volume documents America's interaction with other

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peoples and nations of the world. Herring tells a story of stunning successes and sometimes tragic failures, captured in a fast-paced narrative that illuminates the central importance of foreign relations to the existence and survival of the nation, and highlights its ongoing impact on

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the lives of ordinary citizens. He shows how policymakers defined American interests broadly to include territorial expansion, access to growing markets, and the spread of an "American way" of life. And Herring does all this in a story rich in human drama and filled with epic

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events. Statesmen such as Benjamin Franklin and Woodrow Wilson and Harry Truman and Dean Acheson played key roles in America's rise to world power. But America's expansion as a nation also owes much to the adventurers and explorers, the sea captains,

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merchants and captains of industry, the missionaries and diplomats, who discovered or charted new lands, developed new avenues of commerce, and established and defended the nation's interests in foreign lands. From the American Revolution to the fifty-year struggle

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with communism and conflicts in Afghanistan and Iraq, From Colony to Superpower tells the dramatic story of America's emergence as superpower--its birth in revolution, its troubled present, and its uncertain future.

Examines the political decisions

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made during the Missile Crisis.

This account of the Pearl Harbor attack denies that the lack of preparation resulted from military negligence or a political plot

A harrowing account of the Cuban missile crisis and how the US and USSR came to the brink of nuclear

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apocalypse. Nearly thirty years after the end of the Cold War, today's world leaders are abandoning disarmament treaties, building up their nuclear arsenals, and exchanging threats of nuclear strikes. To survive this new atomic age, we must relearn the lessons of

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the most dangerous moment of the Cold War: the Cuban missile crisis. Serhii Plokyh's Nuclear Folly offers an international perspective on the crisis, tracing the tortuous decision-making that produced and then resolved it, which involved John Kennedy and his advisers, Nikita

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Khrushchev and Fidel Castro, and their commanders on the ground. In breathtaking detail, Plokhy vividly recounts the young JFK being played by the canny Khrushchev; the hotheaded Castro willing to defy the USSR and threatening to align himself with China; the Soviet troops

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on the ground clearing jungle foliage in the tropical heat, and desperately trying to conceal nuclear installations on Cuba, which were nonetheless easily spotted by U-2 spy planes; and the hair-raising near misses at sea that nearly caused a Soviet nuclear-armed submarine to

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fire its weapons. More often than not, the Americans and Soviets misread each other, operated under false information, and came perilously close to nuclear catastrophe. Despite these errors, nuclear war was ultimately avoided for one central reason: fear, and the

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realization that any escalation on either the Soviets' or the Americans' part would lead to mutual destruction. Drawing on a range of Soviet archival sources, including previously classified KGB documents, as well as White House tapes, Plokhy masterfully illustrates the drama and

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anxiety of those tense days, and provides a way for us to grapple with the problems posed in our present day.

Deliberation and Decision During the Cuban Missile Crisis
Contemporary International Theory and the Behaviour of States

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How the Logic of Affect Shapes
Coercive Diplomacy

Community Power Structure

How to Master the Art of Decision-
Making

A Study of Decision Makers

A brief survey of the major

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theoretical approaches to international relations, discussing their relevance to international affairs from the viewpoint of the early 1970s. In a concluding chapter some of these approaches are applied in a case study of the

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relations between Britain and the European Economic Community. 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

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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

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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

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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

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requirements from a 2001 law on information quality and improve policy development and implementation.

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

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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

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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

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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

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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

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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

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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

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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

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fields.

*This Valuepack consists of
Agendas, Alternatives and Public
Policies (Longman Classics
Edition), 2/e by Kingdom (ISBN:
97801321121851); Essence of
Decisions: Explaining the Cuban*

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*Missile Crisis, 2/e by
Allison/Zenlikow (9780321013491)*

Decisive

Decisions

U.S. Foreign Relations since 1776

AGENDAS, ALTERNATIVES

AND PUBLIC POLICIES,

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***UPDATE EDITION, WITH AN
EPILOGUE ON
HEALTHCARE/ESSENCE... OF
DECISION***

***Nuclear Folly: A History of the
Cuban Missile Crisis***

The Oxford Handbook of Classics

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in Public Policy and Administration

Neuroeconomics has emerged as a field of study with the goal of understanding the human decision-making process and the mental consideration of multiple outcomes based on a

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selected action. In particular, neuroeconomics emphasizes how economic conditions can impact and influence the decision-making process and alternately, how human actions have the power to impact

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economic conditions.

Neuroeconomics and the Decision-Making Process presents the latest research on the relationship between neuroscience, economics, and human decision-making,

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including theoretical foundations, real-world applications, and models for implementation. Taking a cross-disciplinary approach to neuroeconomic theory and study, this publication is an

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essential reference source for economists, psychologists, business professionals, and graduate-level students across disciplines.

"A minor classic in its laconic, spare, compelling evocation by

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a participant of the shifting moods and maneuvers of the most dangerous moment in human history." —Arthur M. Schlesinger, Jr. During the thirteen days in October 1962 when the United States

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confronted the Soviet Union over its installation of missiles in Cuba, few people shared the behind-the-scenes story as it is told here by the late Senator Robert F. Kennedy. In this unique account, he describes

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each of the participants during the sometimes hour-to-hour negotiations, with particular attention to the actions and views of his brother, President John F. Kennedy. In a new foreword, the distinguished

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historian and Kennedy adviser Arthur Schlesinger, Jr., discusses the book's enduring importance and the significance of new information about the crisis that has come to light, especially from the Soviet Union.

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The Cuban Missile Crisis Revisited is a comprehensive overview of the great cornucopia of new materials recently released by the Soviet Union, United States, and Cuba. The authors, some of whom

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were participants in the crisis, have all had a major role in bringing to light either significant reevaluations of the crisis, or in some cases, truly startling revelations of the extant wisdom surrounding

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much of the crisis. The collection, edited by a long-time student of the crisis, is a coherent, original, and up-to-date work that bears on a moment when the world, for good cause, held its breath in

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fear that the morning might bring the apocalypse.

This is a philosophical but non-technical analysis of the very idea of a rule. Although focused somewhat on the role of rules in the legal system, it is also

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relevant to the place of rules in morality, religion, etiquette, games, language, and family governance. In both explaining the idea of a rule and making the case for taking rules seriously, the book is a

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departure both in scope and in perspective from anything that now exists.

The Utility of Decision Models and Decision Techniques in Public Administration

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A Philosophical Examination of
Rule-Based Decision-Making in
Law and in Life

Essence of Decision; Explaining
the Cuban Missile Crisis [by]
Graham T. Allison

The Decision Book: 50 Models

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for Strategic Thinking
How to Make Better Choices in
Life and Work

Grand strategist and founder of
modern Singapore offers key
insights and controversial opinions
on globalization, geopolitics,

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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

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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.

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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

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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

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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

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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

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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.

Presidential Decisions for War

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The Cuban Missile Crisis Revisited
Decision-Making in American
Foreign Policy

Explaining the Cuban Missile Crises
Explaining the Cuban Missile Crisis
Lee Kuan Yew