

- 1) Foreign policy is the process of decision making, in which decision makers choose which taken action.
 - a) Adjustments are made as a result of feedback from the outside world., this is a steering process, and then information from the world is monitored to evaluate the effects of these actions.
 - b) The **rational model** is when decision makers set goals, evaluate their relative importance, calculate the costs and benefits of each possible action, and then finally choose the one with the **highest benefit** and the **lowest cost**.
 - i) Assume that interests are the same from one actor to another, and individuals **could be substituted and not affect the results**
 - ii) This may be complicated by the degree of **uncertainty** of the costs and risks, and must use probability, and how willing their would **accept the risks** and possibly diverge due to the different goals from each individual's.
 - iii) **Individual rationality** could differ from state rationality: states might filter individual's irrational decision so as to arrive at rational choices, or states might distort individually rational decisions and end up with irrational state choices.
 - iv) Individual decision makers differ from values and beliefs, personal experiences, intellectual capabilities, and personal styles of making decisions. There are three types of systematic ways:
 - (1) **Misperceptions and selective perceptions** is taking in only some kinds of information when they compile information, and must reduce and filter the income of information
 - (a) **Information screens** are filters which people put the information coming in. they may ignore information that does not fit their expectation
 - (2) **Affective biases** is the rationality of individual cost benefit calculations undermined by emotions that decisions makers feel while thinking about consequences of their actions.
 - (3) **Cognitive biases** are systematic distortions of rational calculations based on the limitations of the human brain in making choices. It is the tendency people have to try to maintain mental models of the world that are logically consistent.
 - (a) Use of historical analogies to structure one's thinking about a decision is a form of cognitive bias
 - (4) The **organizational process model**, is when the foreign policy decision makers skip the process of identifying goals and alternative actions, relying on standardized responses or standard operation procedures.
 - c) The **government bargaining (bureaucratic politics) model**, is in which decisions result from the bargaining process among various government agencies with somewhat divergent interests in the outcome.

- i) Decisions from this model tend to reflect a mix of the interests of **state agencies**.
- d) **Bounded rationality** takes into the costs of seeking and the processing information.
 - i) Rather than **optimizing**, or picking the very best option, people work on the problem until they come up with a “good enough” option, **satisficing**,
- e) **Prospect theory** provides an alternative explanation of decisions made under risk or uncertainty.
 - i) In the **identify** phase, they frame the option available and the probabilities of various outcomes.
 - ii) In the **evaluation** phases, they assess the options and choose one.
 - iii) They then compare with a **reference point**, which is often the status quo but might be some past or expected situation.
- 2) **Group psychology** is when groups promote rationality by balancing out the blind spots and biases of an individual, leading the state leaders to reconsider their decision.
 - a) **Groupthink** is the tendency for groups to reach decisions without accurately assessing their consequences, because members tend to go along with ideas they think the others support.
 - i) Groups tend to be optimistic about the chances of success and are more willing to take risks.
 - ii) The **diffuse responsibility** from individuals, so nobody feels accountable for the actions.
 - b) Structure of a decision making process , the rule for who is involved in making the decision, how voting is conducted, can affect the outcomes when no single alternative appeals to a majority of participants.
 - i) Decision rules includes other items of business the group discusses and the order in which proposals are considered, along with the control of agenda creating the structure and terms of debate
- 3) During **Crisis**, foreign policy situations in which outcomes are very important and **time** frames are compressed, it s hard to make choices to understand and predict than a normal foreign policy making.
 - a) **Communications** are shorter and stereotyped and information that does not fit the **expectations** are discarded, and tend of overlook creative options while focusing on the most obvious ones.
 - b) Leaders designation someone in the group to **object** to ideas (devil’s advocate)
 - c) Effects may be psychological stress and sleep deprivation
 - d) Decisions are shaped by the government and society.
- 4) **Domestic Influence** may include bureaucracies with the closest to the action are the bureautic agencies for developing and carrying out foreign policy.
 - a) All states maintain a foreign service of diplomats working in **embassies** in foreign capital.
 - i) States appoint ambassadors to other states and organized in foreign ministry

- ii) Diplomats are **political appointees and career diplomats** come up through ranks of the foreign service.
 - iii) Diplomats provide information rather than create policies.
 - iv) **Tensions are common between state leaders** and foreign policy bureaucrats, since politicians struggle to exercise power over the formal bureaucratic agencies.
- b) **Interagency tensions** are when certain agencies traditionally clash, and an endless tug-of-war shapes the foreign policy.
- i) Bureaucracies promote policies under which their own capabilities will be effective and their power will increase.
 - ii) Representatives of bureaucratic agencies usually promote the interest of their own bureaucracies to **appear loyal to the state leader** by forging the interests of their own agencies.
 - iii) Bureaucrats working in particular units of projects become attached to them.
 - iv) Interests in military spending causes **corporations** that produce goods for the military profit from government contracts, or **military offices**, and **universities and scientific institutes**.
- c) Domestic actors seek to influence public opinion, the range of views on foreign policy issues.
- i) **Public opinion has greater influence on foreign policies in democracies** than in authoritarian governments.
 - ii) When in need of public support, authoritarian government uses **propaganda**, the public promotion of their official line, to win support for foreign policies.
 - (1) **Journalists** serve as the gatekeepers of information passing from foreign policy elite to the public.
 - (2) **Media** also depends on government for information.
 - (3) Bureaucrats can **leak** secret information to the press in order to support their own point of view and win bureaucratic battles.
 - (4) Public opinion is **seldom unified on any policy**, and that particular segments often differ with each other.
 - (5) States use propaganda or try to **manipulate the media** to keep public opinion from diverging too much from the state policies.
 - (6) Public opinion has less effect on foreign policy than domestic policy.
 - iii) The attentive public in a democracy is the minority of the population that stays informed about international issues, those care in general about foreign affairs.
 - (1) The **elite** are people with power and influence to affect foreign policy.
 - (a) Includes people within government as well as outsiders,

- (2) Governments adopt foreign for the specific purpose of generating public approval and hence gain domestic legitimacy
- (3) When a government undertakes a war or foreign military intervention at a time of domestic difficulty distract attention and gain public support is the “**rally’ round the flag” syndrome.**
 - (a) Citizens who criticize their government’s policies often refrain from criticism when the government is at war, diversionary foreign policy.
 - (b) Hard to identify because the government wouldn’t directly state.
 - (c) Wars that go too long can also **influence negative public opinion.**
- d) Legislative bodies can have a direct role in making foreign policy by passing budgets, regulating bureaucratic rules, creating trade law, and even **controlling immigration policy,.**
 - i) Some say the stand up to executive power regarding military force.
- e) IR scholars care about how the process was achieved, the foreign policy process
 - i) Comparative foreign policy is the study of foreign policy in various states in order to discover whether similar types of societies or government consistently have similar foreign policies