MULTIPLE CHOICE

1. The level of analysis that looks at actors within the state is called
    a. state level analysis
    b. systemic level analysis
    c. international level analysis
    d. substate level state analysis

2. The substate level allows us to consider foreign policies that
    a. bubble up from within a government
    b. move from top to bottom
    c. are initated by the central government
    d. are negotiated between governments

3. The study of foreign policy includes all but one of the following areas of study.
    a. Psychological characteristics of leaders
    b. Bureaucratic behavior
    c. The economic budgets of governments
    d. The process of decision-making

4. The three primary areas of study of foreign policy focus only on one area of government.
    a. Judicial
    b. Legislative
    c. Executive
    d. Interest group

5. The rational action model assumes that all foreign policy actors have a clear
    a. goal
    b. strategy
    c. policy
    d. conviction

6. The expected utility theory is most useful under all of the following conditions except for:
    a. under conditions of uncertainty
    b. when not all conditions are known
    c. results of a policy cannot be predicted
    d. when the payoff is highest

7. The term utility in the phrase "expected utility theory" refers to
    a. the usefulness of a decision
    b. the benefits derived from a decision
    c. the costs resulting from a decision
    d. organizational process of a decision

8. The expected utility theory highlights two factors
    a. payoff and probability
    b. cost and benefits
    c. input and output
    d. rationality and irrationality

9. The three most important organizations in making foreign policy decisions include all but one of the following.
    a. Department of Treasury
    b. Department of Defense
    c. Department of State
    d. Central Intelligence Agency

10. Researchers who focus on the role of bureaucracies in foreign policy agree that bureaucracies
    a. operate in a manner that deviates from a rational model of decision making
    b. have little influence on foreign policy decisions

c. work in a highly coordinated manner to implement foreign policy aims
d. are dominated by legislative and judicial foreign policy decision makers

11. Foreign policy bureaucracies pursue different policies for two primary reasons.
    a. profit and reputation
    b. mission and budget
    c. interests and benefits
    d. identity and purpose

12. When several bureaucratic agencies compete over a policy decision, the outcome often is a
    a. policy that nobody intended
    b. policy that everyone now supports
    c. policy that only one side wanted
    d. policy that is the most effective

13. While the bureaucratic politics model emphasizes the interaction between agencies, the organizational process model focuses on the
    a. outcomes of decisions
    b. evaluation of the costs and benefits of a decision
    c. procedures by which bureaucracies make decisions
    d. inputs that lead into a policy decision

14. Standard operating procedures refer to
    a. the ways agencies make decisions by adapting to a particular issue
    b. how organizations always perform the same function in response to the same issue
    c. the way leaders only discuss the decision within a small group of advisors
    d. the committees which oversee foreign policy decision making

15. The organizational process model is weakest when
    a. decisions are made about similar issues
    b. a similar problem must be addressed each time
    c. the foreign policy issue takes a long time to resolve
    d. these agencies must undertake tasks that are outside their normal set of rules and procedures

16. The organizational process model
    a. focuses on organizations competing for power and budgets
    b. studies the results of the battles between bureaucracies
    c. assumes a rational model of decision making
    d. examines the problem solving procedures adopted by organizations

17. Groupthink is another important way to understand foreign policy decisions and it occurs when
    a. members of a group interact with members of another group
    b. a group quickly makes a decision without including views of others
    c. a group reaches a decision through a thorough cost and benefit analysis of an issue
    d. members of a group reaches consensus only after reviewing all options

18. There are three major factors that explain groupthink decision making. All but one of the following is correct.
    a. All members of a group are expected to support each other.
    b. Reaching consensus is more important than any serious criticism of the decision.
    c. Members of a group take turns proposing options and provide for a give and take environment
    d. Members of a group feel compelled to support the group's leader.

19. The groupthink process undermines one of the most important requirements of rational decision making which is
    a. reinforcing teamwork of a group
    b. fair and even-handed analysis of all options
    c. allowing the leader to assert him/herself in the decision-making process
    d. focusing on the one option that wins all the support of the group

20. An element of individual decision making is misperception. Misperception occurs when a leader
    a. is tricked by another leader into believing something different
    b. second guesses him/herself following making a decision
    c. comes up with one decision that is different from the decision made by others in the group
    d. believes something that later proves to be incorrect

21. When a leader makes a decision that is imperfectly rational, the concept is called
    a. historical experience
    b. intentional bias
    c. bounded rationality
    d. cognitive dissonance

22. Attribution theory posits that
    a. leaders seek confirmation of their views in the view of others
    b. behavior can be explained by a decision-maker's model of how the world works
    c. decision-makers attribute their decisions based on the context of reality
    d. followers seek attribution in the decisions of leaders

23. British Prime Minister Neville Chamberlain made a major mistake when he followed a policy of appeasement towards Hitler. For Chamberlain, appeasement implied that
    a. Britain could weaken Hitler by pretending to be his ally while undermining his power
    b. Britain could actually be an ally to Hitler's Germany
    c. offering concessions to Hitler would satisfy his appetite to take over Europe
    d. Hitler could be stopped only by an all-out war with Germany

24. An important finding of prospect theory suggests that individuals
    a. are more willing to take risks to achieve a gain than to avoid a loss
    b. are unable to make a rational decision in a moment of crisis
    c. never waver from the way cost-benefit decisions are made
    d. are more willing to take risks to avoid a loss than to achieve a gain

25. The concept in which leaders will take risks in order to protect what they have is known as the
    a. status quo bias
    b. unmotivated bias
    c. cognitive dissonance
    d. bolstering

26. Prospect theory asserts that individuals
    a. seek to uncover all the costs and benefits associated with foreign policy options
    b. weigh options based on how the choices are framed
    c. misperceive the intentions of others which bias their decisions
    d. are able to learn lessons from history in order to improve their decision-making skills

27. Given the emphasis on the status quo by prospect theory, in international trade actors may find it easier to
    a. agree on how to share the losses than on how to distribute the gains from trade
    b. come to a trade agreement in which both sides equally gain
    c. agree on how to distribute the benefits from a trade agreement than on how to share the losses
    d. walk away from a trade deal when it is clearly not in their favor

28. A major finding from the use of prospect theory is that
    a. Recognition of the status quo leads to unpredictable behavior
    b. leaders are likely to take bigger risks to avoid losses than to achieve gains
    c. decision making can become useful in producing predictions
    d. it is most applicable to domestic policy

29. Cognitive dissonance is a type of
    a. unmotivated bias
    b. prospect theory
    c. groupthink
    d. motivated bias

30. The discomfort that results when a new piece of information does not fit with existing beliefs is called
    a. unmotivated bias
    b. positive spin
    c. groupthink
    d. cognitive dissonance

31. Since cognitive dissonance highlights why foreign policies do not change, it is most useful in explaining
    a. continuity of foreign policy
    b. fluctuations in foreign policy
    c. abrupt changes in foreign policy
    d. belief systems of foreign policy

32. Since leaders seek to avoid psychological stress after making a decision, leaders hope to convince themselves that the decision actually was the correct one. This psychological concepts is called
    a. appeasement
    b. rational action
    c. groupthink
    d. bolstering

33. Based on the review of the psychological effects on foreign policy decision making, one important lesson is that our own perceptions
    a. may not be rational but influenced by our experiences and beliefs
    b. are indeed rational and can be understood through complete analysis
    c. most often match the reality of what we are observing
    d. are least affected by our personalities.

34. When looking at the individual level of analysis, the unmotivated approach to explain decision making includes all of the following variants except
    a. attribution theory
    b. historical lessons
    c. bolstering
    d. prospect theory

ESSAY

1. Discuss the assumptions of the bureaucratic politics model of decision-making. What are the model's main strengths as well as weaknesses? Are you convinced that it helps us to understand why foreign policy decisions are made?

2. What are the lessons of history that our generation can learn in order to avoid conflicts in the future?

3. What are the main assumptions of prospect theory and how well does it explain foreign policy decision making?

4. What are the sources of misperception in foreign policy decision making? What are some strategies in order to avoid the pitfalls of making a decision based on misperceptions?