

Subject card

Subject name and code	International leadership and decision-making processes in contemporary international relations, PG_00210072						
Field of study	Spanish and Portuguese Studies						
Date of commencement of studies	October 2024		Academic year of realisation of subject				
Education level	Bachelor's studies		Subject group		Obligatory subject group in the field of study Optional subject group		
Mode of study	full-time studies		Mode of delivery		e-learning		
Year of study	3		Language of instruction		Polish Polish		
Semester of study	5		ECTS credits		2.0		
Learning profile	academic		Assessment form		credit		
Conducting unit							
Name and surname of lecturer (lecturers)	Subject supervisor		dr hab. Agnieszka Bógdał-Brzezińska, prof. UG				
	Teachers						
Lesson types	Lesson type	Lecture	Tutorial	Laboratory	Project	Seminar	SUM
	Number of study hours	30.0	0.0	0.0	0.0	0.0	30
	E-learning hours included: 30.0						
Learning activity and number of study hours	Learning activity	Participation in didactic classes included in study plan		Participation in consultation hours		Self-study	SUM
	Number of study hours	30		0.0		20.0	50
Subject objectives	The aim of the course is to familiarize students with the decision-making processes taking place in international relations and the leadership mechanisms that generate them.						

Learning outcomes	Course outcome	Subject outcome	Method of verification
		The student knows and understands the course topics: – the most important facts, phenomena, and problems in international relations – methods and theories that explain processes occurring in international relations in an advanced manner – basic economic, social, legal, ethical, and other conditions of professional activity related to international relations, including the basic concepts and principles of industrial property protection and copyright The student is able to: – correctly interpret political, economic, cultural, military, and legal phenomena on a global scale, in selected regions and subregions of the world, and at the national level, utilizing theoretical and empirical knowledge acquired during their studies, including information and communication technologies – substantively argue and formulate coherent conclusions using the specialized language of international relations and related disciplines, for the purpose of communicating with specialists in the discipline and the broader public Audience - Plan and organize individual research work in the field of international relations and collaborate with others in teamwork on a given problem in the field of international relations. - Independently plan and pursue their own educational goals, including, for example, making decisions about choosing the appropriate second-cycle program of study. Within the scope of the coursework, the student is ready to: - Critically evaluate their knowledge and the content they receive in their field of study. - Recognize the importance of knowledge in solving cognitive problems in the field of international relations and seek expert opinions when needed to solve a given problem related to the subject of study. - Responsibly practice their profession in the field of international relations, including adherence to the principles of professional ethics	[SU1] oral statement/conversation/discussion [SK1] oral statement/conversation/discussion [SK5] implementation of a problem task

Subject contents	0. The Essence of Political Leadership. a. Leadership and Political Leadership b. Historical Aspects of Political Leadership. A Panorama of Examples. c. The Effectiveness of Political Leadership and Decision-Making Processes d. Institutional Leadership I. The Essence of Decision-Making. a. Praxeologically. Projection of the document "The Fog of War" and discussion – or why this course is intended. b. Ontologically. Decision (event) or decision-making (process) – or how to define the subject. Human or Institution, Individual or Group – or how to define the decision-maker. c. Epistemologically. Strictly or Humanistically – or the place of decision-making within the spectrum of sciences. Descriptively or Prescriptively – or whether the function of decision-making theory is to indicate how things are or how things should be. Paradigmatically or Idiosyncratically – or how useful theories of IR science are in explaining and understanding decision-making and what alternatives there are. d. Analytical. Structure or agent, micro or macro – i.e., the explicit and implicit effects of choosing the level of analysis for decision-making research. Statistics and models or case studies – i.e., the results of formal, quantitative, and qualitative methods in decision-making analysis. II. Individual decision-making a. Rational approaches. Nominal characteristics of rational thought and choice in the rational actor model (RAM). Utility and expected utility categories and their maximization; Bayesianism. Application of RAM: game theory – categories of Nash equilibrium, Pareto allocative efficiency; sequential games – theory of moves; strategic interaction (Schiller). Example case: Was Georgia's attack on Russia in 2008 rational in light of RAM? b. Cognitive approaches. Bounded rationality (Simon) – maximization and satisfaction. Psychology and neurobiology and the decision-making properties of the human body; Judgmental consistency, attitudes toward risk, cognitive complexity and counterfactual thinking, memory and analogical thinking (Khong), psychophysical condition and emotions and decision-making abilities. Analysis of individual decision-making: rules for selecting objects of analysis, content analysis and (de)coding (Hermann, George) and psychobiography (Barber, Post). Heuristics and cognitive biases. Example case: Nicolas Sarkozy's personal characteristics and the decision to use force in Libya. c. Hybrid approaches. Cybernetic theory (Steinbrunner); prediction theory (Tversky, Kahnemann); polyheuristic theory (Minz, Geva). Example case: D. Eisenhower's decision not to use force in Dien Bien Phu. III. Group Decision-Making a. Structures of small decision-making groups, the role of the leader and others (e.g., mind-guardian, devil's advocate, delegate), selected techniques for managing the decision-making process in a small group (e.g., leadership style, group composition, agenda control, problem formatting, information manipulation). Dynamics of small decision-making groups – groupthink (Janis) and newgroup (Stern) syndromes, their manifestations and consequences for decision-making. Group decision-making in crisis. Comparison of decision-making methods of small internal, international, and supranational groups (EU case). Example case: "How could I have been so stupid?" – J. Kennedy's decision on the Bay of Pigs operation; L. Kaczyński's decision to sign the EU Reform Treaty at the Lisbon Summit. IV. Institutional Decision-Making a. Bureaucratic. The role of bureaucracy in decision-making. Institutional identity: essentialization, "homosexual reproduction" and "cohort effects." Properties of vertical decision-making processes from problematization to implementation – inertia, the logic of appropriateness, and standard operating procedures (SOPs). Information flow channels. Interbureaucratic rivalry – so-called turf wars. Decisions as outcomes. Example case: intelligence failures of US intelligence agencies and the Bush administration's decisions to use force in Afghanistan and Iraq; the decision to open the Guantanamo Bay detention center. b. Cultural. Understanding culture in the context of decision-making analysis: as a closed system of meanings and as a source of preferences, valuations, heuristics, and ready-made decision-making patterns. Historical, cultural, and ideological narratives about one's international role and decision-making. Cultural dimensions (Hofstede) and regularities in a given population in the sphere of decision-making. Examples of the influence of cultural idiosyncrasies on differences in decision-making methods. Example case: a comparison of decision-making culture in EU and ASEAN institutions; "The Art of War" or "The Analects" – which idea currently inspires the CCP leadership more? c. Internal versus international and supranational. Two-level game (Putnam) and multi-level governance (Marx). Multidimensional taxonomies of participants – techniques for scaling their importance for decision-making. The role of political parties and pressure groups, the media (the CNN effect and decision-making), civil society, and other internal, international, and transnational actors. About the iceberg: official structures and decision-making practices in the European Union – internal tri- and interinstitutional (Commission procedures, codecision, comitology). Example case: EU decisions on financial assistance modalities for indebted Greece. d. political leadership and generational issues											
Prerequisites and co-requisites												
Assessment methods and criteria	<table><tr><th>Subject passing criteria</th><th>Passing threshold</th><th>Percentage of the final grade</th></tr><tr><td>written work</td><td>50.0%</td><td>50.0%</td></tr><tr><td>participation in discussions during classes</td><td>50.0%</td><td>50.0%</td></tr></table>	Subject passing criteria	Passing threshold	Percentage of the final grade	written work	50.0%	50.0%	participation in discussions during classes	50.0%	50.0%		
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Recommended reading	Basic literature	Graham T. Allison – “Essence of decision: explaining the Cuban missile crisis”; Boston: Little, Brown and Company, 1971 – PISM II39734; 2nd Edition: London: Longman, 1999 Marijke Breuning – “Foreign Policy Analysis: a comparative introduction.”; New York, Basingstoke: Palgrave, 2007 – PISM II90032 Valerie M. Hudson – “Foreign policy analysis: classic and contemporary theory”; Lanham: Rowman & Littlefield, 2007 – PISM II87487 Ziemowit J. Pietraś - “Decydowanie polityczne”; Warszawa-Kraków: PWN, 2000
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Supplementary literature	Steve Smith et al (ed.) – “Foreign Policy: Theories, Actors, Cases”; New York: Oxford University Press, 2008 Literatura dodatkowa: Bruce Bueno de Mesquita – “An Expected Utility Theory of International Conflict,” American Political Science Review, 74(4), December 1980 – PISM PII247 http://schoolwires.henry.k12.ga.us/437520530889460/lib/437520530889460/Beuno_de_Mesquita_2.pdf Daniel L. Byman, Kenneth M. Pollack – “Let Us Now Praise Great Men: Bringing the Statesman Back In”, International Security, 25(4), 2001 http://belfercenter.ksg.harvard.edu/files/bymanetalvol25no4.pdf Walter Carlsnaes – “Handbook of International Relations”; London: Sage, 2003 – PISM III24858 Jerzy Ciechański – “Teorie podejmowania decyzji w polityce zagranicznej”; Polski Przegląd Dyplomatyczny 1/2006 Jacek Czaputowicz – „Teorie stosunków międzynarodowych: krytyka i systematyzacja”; Warszawa: PWN, 2008 Irmtraud N. Gallhofer, Willem E. Saris – “Foreign Policy Decision-Making: a qualitative and quantitative analysis of political argumentation”; Westport: Praeger, 1996 – PISM II82335 Irmtraud N. Gallhofer, Willem E. Saris – “Collective choice processes: a qualitative and quantitative analysis of foreign policy decision-making”; Westport: Praeger, 1996 – PISM II82856 Alexander L. George – “Presidential decision-making in foreign policy: the effective use of information and advice”; Boulder: Westview, 1980 – PISM II57222 Nehemia Geva, Alex Mintz (ed.) – „Decision-making on war and peace: the cognitive-rational debate”; Boulder: Lynn Rienner, 1997 – PISM II84325 Patrick J. Haney – “Organizing for Foreign Policy Crises. Presidents, Advisers and the Management of Decision Making”; Ann Arbor: University of Michigan Press, 2002 Paul ‘t Hart, Erik K. Stern, Bengt Sundelius (ed.) – “Beyond groupthink: political group dynamics and foreign policy-making”; Ann Arbor: University of Michigan, 1997 – PISM II85794 Robert Jervis – “Perception and misperception in international politics”; Princeton: Princeton University Press, 1965 – PISM II48058 Yueng Foong Khong – “Analogies at war: Korea, Munich, Dien Bien Phu and the Vietnam Decisions of 1965”; Princeton: Princeton University Press, 1992 – Google Books Bahgat Korany – “How foreign policy decisions are made in the Third World: a comparative analysis”; Boulder, London: Westview, 1986 – PISM II85731 Alex Mintz (ed.) – “Integrating cognitive and rational theories of foreign
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		policy decision making"; New York, Basingstoke: Palgrave, 2002 – PISM II87450 Richard E. Neustadt, Ernest R. May – "Thinking in time: the uses of history for decision makers"; New York & London: The Free Press, 1986 – PISM II85846 Robert D. Putnam – „Diplomacy and Domestic Politics: The Logic of Two-Level Games"; International Organization, 42(3), Summer, 1988 http://hpeb08.files.wordpress.com/2008/08/putnam.pdf Christian Reus-Smit, Duncan Snidal (ed.) – "The Oxford Handbook of International Relations"; Oxford: Oxford University Press, 2008 – PISM III25462 Herbert Simon – "Human Nature in Politics: The Dialogue of Psychology with Political Science" American Political Science Review, 79(2), June 1985 – PISM PII247 http://users.polisci.wisc.edu/schatzberg/ps855/Simon1985.pdf Paweł Soroka – "Teorie podejmowania decyzji w amerykańskiej nauce o stosunkach międzynarodowych"; Warszawa: COM SNP, 1987 – PISM II55263 Jonathan B. Stein – "From H-bomb to Star Wars: the politics of strategic decision-making"; Lexington & Toronto: Lexington Books, 1984 – PISM II53989 Stephen G. Walker – "Role theory and foreign policy analysis"; Durham: Duke, 1987 – PISM II85515 Thomas C. Wiegale – "Leaders under stress: a psychophysiological analysis of international crises"; Durham: Duke, 1985 – PISM II85755 Steve A. Yetiv – "Explaining Foreign Policy: U.S. Decision-Making & the Persian Gulf War"; Baltimore: Johns Hopkins University Press, 2004
	eResources addresses	
Example issues/ example questions/ tasks being completed	1/ Processes of international leadership 2/ Leadership decisions and the political system 3/ Biological factors and international leadership processes 4/ Institutional factors and international leadership processes	
Work placement	Not applicable	

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