Plan of the Book
Adrienne Héritier

in Explaining Institutional Change in Europe

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Item type: chapter

This chapter presents an overview of the topics discussed in this volume.

Empirical Cases
Adrienne Héritier

in Explaining Institutional Change in Europe

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This chapter examines the patterns of long-term institutional change which are typical for a number of important institutional rules governing the decision-making process in the European Union. It discusses five institutional rules: the European Parliament's role in legislation; the presidency of the Council; the Parliament and the Investiture of the Commission; the composition of the Commission; and controlling the implementation powers of the Commission. These rules are scrutinized in the light of the theoretical explanations outlined in Chapter 3. This is done to assess which theory offers the most plausible explanation for the institutional change in a particular period of time and to ascertain whether perhaps several factors derived from different theories interact with each other in explaining the outcome.
This chapter explores change and continuity in the EU. Changes in decision-making norms, and embedded patterns that are likely to endure are identified. It argues that understanding change and continuity in EU governance means recognising that it operates in different ways at different levels of governance, and increasingly spawns new and distinct centres of power.

Concluding remarks
Anthony Garratt, Kevin Lee, M. Hashem Pesaran, and Yongcheol Shin

The final chapter provides some concluding comments, including a summary of the main contributions of the book and an invitation to others to apply the methods in new contexts using the data and code provided in the Appendices.

The institutions of a legitimate deliberative democracy
John Parkinson

This chapter summarizes the criteria for a legitimate deliberative democracy and assesses the different deliberative democratic models against those criteria. It points out that no single process can meet them all, thus criticizing the ‘minipublic’ approach. It suggests that a
deliberative system approach is necessary, using different processes at different points of the decision making process. The outlines of such a scheme are described, linking activists in civil society and parliamentary processes with a variety of agenda-setting and decision-making tools.

THE MANAGEMENT OF UNCERTAINTY: ORGANIZATIONS AS DECISION-MAKING SYSTEMS

Chun Wei Choo

in The Knowing Organization: How Organizations Use Information to Construct Meaning, Create Knowledge, and Make Decisions

Depending on the degree of goal uncertainty and procedural uncertainty, organizational decision making may follow the bounded rationality model, process model, political model, or anarchic model. Individual decision making relies on heuristics that can lead to biases. Group decision making is vulnerable to the tendencies for groupthink, group polarization, and an escalation of commitment. In an attempt to reduce decision uncertainty and complexity, organizations control the creation and use of information by establishing decision premises, rules, and routines for different types of decision situations.

Economic Democracy

Robin Archer

This book argues that by pursuing the goal of economic democracy, socialism can return to the centre of political life in the advanced capitalist countries. It seeks to demonstrate, to socialists and non-socialists alike, that there is both a strong moral case for economic democracy and a feasible strategy for achieving it. In an economic democracy, companies operate in a market economy, but are governed by their workers. The argument that economic democracy is a morally desirable goal rests on an appeal to the value of individual freedom. Since workers are the only individuals who are subject to the authority of companies, it is workers, and not capitalists, who should exercise direct decision-making control over those companies. The argument that economic democracy is a feasible goal rests on an appeal to the
advantages of a corporatist industrial relations system. Corporatism enables workers to pursue economic democracy through a series of trade-offs in which they exchange wage rises or other goods for incremental increases in control. But rational capitalists and governments—even social democratic governments—will only agree to these trade-offs if certain conditions are met. The book sets out these conditions and shows that they have in fact been met in recent years.

The Eyes of the People
Jeffrey Edward Green

For centuries it has been assumed that democracy must refer to the empowerment of the People's voice. This pioneering book makes the case for considering the People as an ocular entity rather than a vocal one, arguing that it is both possible and desirable to understand democracy in terms of what the People gets to see, instead of the traditional focus on what it gets to say. The Eyes of the People examines democracy from the perspective of everyday citizens in their everyday lives. While it is customary to understand the citizen as a decision maker, most citizens in fact rarely engage in decision making and do not even have clear views on most political issues. The ordinary citizen is not a decision maker but a spectator who watches and listens to the select few empowered to decide. Grounded on this everyday phenomenon of spectatorship, The Eyes of the People constructs a democratic theory applicable to the way democracy is actually experienced by most people most of the time. In approaching democracy from the perspective of the People's eyes, the book rediscovers and rehabilitates a forgotten “plebiscitarian” alternative within the history of democratic thought. Building off the contributions of a wide range of thinkers — including Aristotle, Shakespeare, Benjamin Constant, Max Weber, Joseph Schumpeter, and many others — it outlines a novel democratic paradigm, centered on empowering the People's gaze through forcing politicians to appear in public under conditions they do not fully control.
From Success to Failure? Iraq and the Organization of George W. Bush's Decision Making

John P. Burke

in The Polarized Presidency of George W. Bush

Published in print: 2007 Published Online: September 2007
Item type: chapter

This chapter examines decision making in the Bush presidency by analyzing its formal organizational processes, including the structure of the advisory process, the access of advisers to the president, the coordination and management of the advisory process, and the president's penchant for delegation, his emphasis on loyalty, and his willingness to impose organizational discipline on top advisers. On each dimension, the process is found wanting. The administration's collegial deliberation is then considered, raising troubling questions about the president's failure to press critical questions (such as the reliability of evidence regarding weapons of mass destruction in Iraq and the premises on which the administration planned for postwar Iraq) and his tendency to focus on how to accomplish something rather than whether to accomplish it. The issues of diversity of whom Bush chose to engage and the imbalance of power and influence among the principals are also addressed.

The Psychology of Judicial Decision Making

David E. Klein and Gregory Mitchell (eds)

Published in print: 2010 Published Online: May 2010
Item type: book

This volume of essays examines the psychological processes that underlie judicial decision making. Chapters in the first section of the book take as their starting point the fact that judges make many of the same judgments and decisions that ordinary people make and consider how our knowledge about judgment and decision-making in general applies to the case of legal judges. Chapters in the second section focus on the specific tasks that judges perform within a unique social setting and examine the expertise and particular modes of reasoning that judges develop to deal with their tasks in this unique setting. Chapters in the third section raise questions about whether and how we can evaluate judicial performance, with implications for the possibility of improving judging through the selection and training of judges and
structuring of judicial institutions. Together the essays apply a wide range of psychological insights to help us better understand how judges make decisions and to open new avenues of inquiry into the influences on judicial behavior.

THE KNOWING ORGANIZATION
Chun Wei Choo

in The Knowing Organization: How Organizations Use Information to Construct Meaning, Create Knowledge, and Make Decisions

Published in print: 2005 Published Online: September 2007
DOI: 10.1093/acprof:oso/9780195176780.003.0001
Item type: chapter

This chapter introduces an information-based view of organizations—a model of how people and groups in organizations work with information to accomplish three outcomes: (1) create an identity and a shared context for action and reflection (sense-making), (2) develop new knowledge and new capabilities (knowledge creation), and (3) make decisions that commit resources and capabilities to purposeful action (decision making). The chapter illustrates the dynamic of the organizational knowledge cycle with a discussion of scenario planning at Royal Dutch Shell.

Janus-faced Structure of the Security Council: Open System and Closed Shop
Jochen Prantl

in The UN Security Council and Informal Groups of States

Published in print: 2006 Published Online: May 2006
DOI: 10.1093/0199287686.003.0002
Item type: chapter

This chapter analyzes the institutional setting of the United Nations. The underlying assumption is that the Security Council can best be described as a Janus-faced structure of both an open system and a closed shop. This notion reflects the Council’s sensitivity towards external change, while the restrictive provisions of the Charter constrain the possibilities of formal adaptation. The chapter examines: (1) the role of great powers in international organizations, (2) the role and function of the Security Council according to the Charter of the United Nations, and (3) the ‘constitutional practice’ of the Council, elaborating on certain variants of the collective security scheme as envisioned in the Charter.
“The Decider's” Path to War in Iraq and the Importance of Personality
Thomas S. Langston
in The Polarized Presidency of George W. Bush
Published in print: 2007 Published Online: September 2007
DOI: 10.1093/acprof:oso/9780199219217977.003.0005
Item type: chapter

The purpose of this chapter is not to second-guess the president's decision to go to war with Iraq, but to inquire into the possibility that it represents an outstanding example of the influence of personality upon decision making of the highest importance. The chapter proceeds first by presenting a composite view of the personality of the president, taking into account both his major personality traits and his world-view. Next, it breaks down the decision for war in Iraq into seven discrete decisions. The first six progressively made war increasingly likely. The last was the final decision to launch the invasion. Each decision is characterized based on the major actors who influenced the president's choice, the manner in which the decision was made, and the practical consequences of each choice for the likelihood of war. There is compelling evidence that personal factors drove the decision to wage war in Iraq.

The Architecture of Knowledge Organization
Michael Christensen and Thorbjørn Knudsen
in Knowledge Governance: Processes and Perspectives
Published in print: 2009 Published Online: January 2009
DOI: 10.1093/acprof:oso/9780199235926.003.0003
Item type: chapter

This chapter introduces a general framework with which individual beliefs can be aggregated into organizational level knowledge. Through examples, it illustrates how the framework lends itself to analysing simultaneous decision making in committees, such as the UN Security Council. More detailed examples illustrate how our framework can be used to capture sequential decision processes. The chapter considers both flexible decision structures facing a turbulent environment and fixed decision structures facing a stable, but complex task environment. These applications of the chapter's framework illustrate how it can be used to capture some of the most important problems emphasized in the literature on knowledge management.
Conclusion: The puzzle of compound democracy: a comparative perspective
Sergio Fabbrini

in Compound Democracies: Why the United States and Europe Are Becoming Similar
Published in print: 2007 Published Online: May 2008
DOI: 10.1093/acprof:oso/9780199235612.003.0010
Item type: chapter

This chapter discusses the structural problems faced by a compound democracy. Topics covered include decision making patterns in compound and non-compound democracies, crisis management in America and European nation-states, and accountability in compound and non-compound democracies.

Constitutional Social Rights and Democracy
Cécile Fabre

in Social Rights Under the Constitution: Government and the Decent Life
Published in print: 2000 Published Online: November 2003
DOI: 10.1093/0198296754.003.0005
Item type: chapter

I reject the claim that bills of social rights are undemocratic and therefore unacceptable. I argue that they are indeed undemocratic in some cases, but that this is not a good reason for rejecting them. In the course of defending this claim, I distinguish between democratic rights, namely, those rights the respect of which is necessary for a regime to count and function as a democracy, and undemocratic rights, namely, those rights the respect of which is not necessary for a regime to count and function as a democracy. I also look at different ways in which the judiciary could protect constitutional social rights; I claim that the constitutional court should tell the government when it has breached a right and should set a deadline for the provision of remedies, but should not tell the government which remedies to provide, and how it should provide them. I thus delineate the scope for democratic decision-making when constitutional social rights are at issue.
Fritz W. Scharpf's renowned joint-decision trap model has suggested that the requirements of (nearly) unanimous decisions in the EU's Council of Ministers, combined with conflicting preferences among member governments, will systematically limit the problem-solving effectiveness of European policies. Certain conditions have significantly changed during the 25 years of this theory's existence: the unanimity rule has been replaced by qualified-majority voting in most issue areas, and successive rounds of enlargement have augmented the diversity of member state interests and preferences. This book presents a comparative study on the differential politics in EU policies. Looking at the political dynamics in an array of EU activities, it analyses breakthroughs as well as stalemates and asks why leaps occur in some areas whilst blockades characterize others. The dynamics that allow the EU to escape various forms of decision trap are analysed in depth. Such mechanisms are from both the type expected by ‘rationalist’ theorists (supranational-hierarchical steering, Treaty-base games and arena shifting) and from the kind acknowledged by ‘constructivist’ approaches (socialization). The downside of the findings is that when the EU is confronted with a high degree of problem pressure in a given issue area, these mechanisms will often not be available because most remain outside politicians' immediate grasp.

Conclusions: Implications for Governance of the UN Security Council

Jochen Prantl

in The UN Security Council and Informal Groups of States

This chapter summarizes the causes of informal groups of states and their effects on Security Council governance. It argues that those informal settings are changing the role of the UN Security Council in the international system. The functions of diplomatic problem-solving and its collective legitimization have become separate from one another. This
has implications for the understanding of power, legitimacy, and change in the theory of international relations.

Intelligence and Decision Making before the War with Iraq
James P. Pfiffner

in The Polarized Presidency of George W. Bush

This chapter examines the use of intelligence by George W. Bush and his administration in decision making before the war in Iraq. It is argued that as the administration moved toward war, decision making was neither deliberate nor deliberative, but consisted of a series of decisions that cumulatively led to war. The administration's arguments that Iraq was closely linked to al-Qaeda, and that it possessed weapons of mass destruction (WMD) that were a threat to the United States, are analyzed. The intelligence produced by the intelligence community was sketchy and ambiguous; political officials in the administration, however, presented it with unwarranted certainty to bolster their case for war. The administration sought to shape the conclusions of intelligence agencies and downplayed or ignored contrary evidence and the reservations of intelligence professionals. As a result of flawed decision making, the administration went to war in Iraq under misperceptions that resulted in the undermining of US credibility throughout the world.

KNOWING AND LEARNING IN ORGANIZATIONS
Chun Wei Choo

in The Knowing Organization: How Organizations Use Information to Construct Meaning, Create Knowledge, and Make Decisions

The WHO Smallpox Eradication Program (1967-77) showed how cycles of sensemaking, knowledge creation, and decision making supported by a matrix of information management practices enabled the organization to innovate and adapt effectively. This chapter discusses how the knowing organization model relates to other models of organizational learning. The chapter also summarizes the practical implications of the model,
drawing examples from new cases and cases presented earlier in the book.