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## Beyond Groupthink: Political Group Dynamics and Foreign Policy Making

By Paul 't Hart, etc.

The University of Michigan Press. Paperback. Book Condition: new. BRAND NEW, Beyond Groupthink: Political Group Dynamics and Foreign Policy Making, Paul 't Hart, etc., Strategic issues and crises in foreign policy are usually managed by relatively small groups of elite policymakers and their closest advisors. Since the pioneering work of Irving Janis in the early 1970s, we have known that the interplay between the members of these groups can have a profound and, indeed, at times a pernicious influence on the content and quality of foreign policy decisions. Janis argued that "groupthink," a term he used to describe a tendency for extreme concurrence-seeking in decision-making groups, was a major cause of a number of U.S. foreign policy fiascoes. And yet not all small groups suffer from groupthink; in fact many high-level bodies are handicapped by an inability to achieve consensus at all. "Beyond Groupthink" builds upon and extends Janis's legacy. The contributors develop a richer understanding of group dynamics by drawing on alternate views of small-group dynamics. The relevant literature is reviewed and the different perspectives are explored in detailed case studies. The contributors link the group process to the broader organizational and political context of the policy process and stress...



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