

Richard Snyder's Approach for Analyzing Decision-Making Process in Foreign Policy

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Abstract

This paper focuses on the foreign policy analysis (FPA) and the decision-making approach of Richard Snyder, particularly as one of the classical approaches for analyzing the decision-making process in foreign policy (FP) of the world's governments. The purpose of this research is to investigate Snyder's contribution to foreign policy analysis. In addition, the qualitative method is employed to collect the desired data. The result demonstrates that the foreign policy decision-making (FPDM) is one of the traditional approaches which emphasizes individual and group based dynamic as it is disclosed by Snyder and his colleagues. Similarly, it is one of the most significant academic ways to analyzing states foreign policy in international politics (IP) and can still be used to analyze countries' FP. Also, this approach as a theoretical framework is one of the fundamental FPAs that is regarded as a subfield of international relations (IR) and it evaluates the effect factors of the state FP.

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پوخته‌ی توژینه

رئبازی ریبچارد سنایدەر بۆ شیکردنه‌وه‌ی پرۆسه‌ی دروستکردنی بریار له سیاسه‌تی دهره‌وه‌دا ئەم په‌یپه‌ره تیشک ده‌خاته سهر شیکردنه‌وه‌ی سیاسه‌تی دهره‌وه و ریبازی دروستکردنی بریاری ریبچارد سنایدەر به تاییه‌تی وه‌ک یه‌کیک له ریبازه کلاسیکه‌کان بۆ شیکردنه‌وه‌ی پرۆسه‌ی دروستکردنی بریار له سیاسه‌تی دهره‌وه‌ی ولاتانی جیهان. ئامانجی ئەم لیکۆلینه‌وه‌یه بریتیه له به‌شداریکردنی سنایدەر له شیکردنه‌وه‌ی سیاسه‌تی دهره‌وه. سهره‌رای ئه‌وه‌ش، میتۆدی چۆنایه‌تی به‌کارده‌هێنریت بۆ کۆکردنه‌وه‌ی زانیاریه‌کان. ئەنجامی توژینه‌وه‌که نیشان ده‌دات که دروستکردنی بریار له سیاسه‌تی دهره‌وه یه‌کیکه له ریبازه ته‌قلیده‌کان که جه‌خت له‌سهر بنه‌مای دینامیکی تاکه‌که‌س و گروپ ده‌کاته‌وه ههر وه‌کو له لایه‌ن سنایدەر و هاوکاره‌کانی هاته ئاراوه. به هه‌مان شیوه، ئەم ریبازه یه‌کیکه له گرنگترین ریبازه ئەکادیمییه‌کان بۆ شیکردنه‌وه‌ی سیاسه‌تی دهره‌وه‌ی ولاتان له سیاسه‌تی نۆوده‌وه‌له‌تیدا. هه‌روه‌ها ئەم ریبازه تاوه‌کو ئیستا ده‌توانریت به‌کاربه‌یتریت بۆ شیکردنه‌وه‌ی سیاسه‌تی دهره‌وه‌ی ولاتان. هه‌روه‌ها ئەم ریبازه وه‌ک چوارچۆیه‌کی تیۆری یه‌کیکه له بنه‌ما بنه‌ره‌تیه‌کانی شیکاری سیاسه‌تی دهره‌وه که وه‌ک لقیکی په‌یوه‌ندیه نۆوده‌وه‌له‌تیه‌کان داده‌نریت و فاکتهره کاریگه‌ریه‌کانی سهر سیاسه‌تی دهره‌وه‌ی ده‌وله‌ت هه‌لده‌سه‌نگینیت.

ملخص البحث

منهج ريتشارد سنايدر لتحليل عملية صنع القرار في السياسة الخارجية

إن ورقة البحث هذه تسلط الضوء على تحليل السياسة الخارجية و منهج صنع القرار لريچارد سنايدر، كأحدى المذاهب الكلاسيكية لتحليل عملية صنع القرار في السياسة الخارجية للدول. حيث إن الهدف من هذه الدراسة يكمن في البحث في مساهمة سنايدر في تحليل السياسة الخارجية؛ إضافة إلى استخدام الأسلوب النوعي في جمع البيانات المطلوبة، و تظهر النتيجة ان صنع القرار في السياسة الخارجية هو من أحد المذاهب التقليدية التي تؤكد على الديناميكية القائمة على الفرد و الجماعة، كالذي نشأ عند سنايدر و اصحابه. و بالمثل إن هذا المذهب هو أحد أهم المذاهب الأكاديمية لتحليل السياسة الخارجية للدول في السياسة الدولية، كما و أن هذا المذهب لا يزال بالإمكان استخدامه لتحليل السياسة الخارجية للدول، حيث ان هذا المذهب كإطار نظري يعد إحدى المبادئ الأساسية لتحليل السياسة الخارجية، و الذي يعتبر فرعاً من العلاقات الدولية و يقيم العوامل المؤثرة في السياسة الخارجية للدولة.

I. Introduction

The Snyder's decision-making approach in analyzing the states' Foreign Policy (FP) is considered as one of the main approaches that significantly explains the action of the states internationally. Though approach is involving the state as the only actor in FP, in the second half of 20 century several other non-state actors arose in the international political area which were considered as international actors. After more than sixty-years of the foundation of Snyder's approach, the approach is still considered as a significant approach to examine the states' foreign policy. This study is significant since the current literature mainly concentrates on the new approaches of the Foreign Policy Analysis (FPA), and since only few of studies are conducted in related to classic approaches of FPA. Therefore, conducting research on the Snyder's contribution in foreign policy analysis is a significance necessity. Thus, this study aims at examining the contribution of Snyder's approach in foreign policy analysis. In order to achieve aims of this research, the qualitative method is targeted to be adopted to collect desired data in terms of the aforementioned problem. That is, the method is adopted in order to conduct in-depth analysis of the mentioned argument. Secondary data references, such us scholarly books, academic journals, academic articles, and internet resource will be also utilized to answer the main research question which is how Snyder's Decision-Making approach analysis states foreign policy?

Trying to answer main question, the paper is divided into several parts, the first of which is a matter of a short outline overview of FPA which would explain and focus on the chronological background of the Foreign Policy Decision-Making (FPDM). In the second part, the approaches of FPA will be critically analyzed whereas in the third part, the historical background of the Snyder's approach will be explained. The fourth part is the last part in which the basic prospective of this approach is clarified.

II. An Overview of Foreign Policy Analysis

First of all, in IR, there are a lot of theories and approaches to analyze political situations and political events in the world. Also, FP as a field of IR could be understood through more than one theory and approach. Furthermore, FPA, a sub-field of FP, offers some of the theories or approaches that can be used to analyze the

FP actions, reactions and interaction to explain the decision-making process of the states. For analyzing the decision-making process of any states, many approaches would be needed because of its difficulty and complexity. Furthermore, FPA focuses on the ongoing interaction between actors and their surroundings; consequently, international context must be included to comprehend and explain FP (Morin & Paquin, 2018, p. 1). However, it can be said that the FPA aims to understand the process behind FPDM and its being the method of studying such decisions in IR. Additionally, FPA could be considered as a main part of IR in political science (PS) (Walker, et al., 2011, p. 21). That is, FPA is as subfield of IR while IR is a main field of PS (Jackson & Jackson, 1997, p. 30). Moreover, as a reaction of “structural approaches” which emphasize the external elements and international system of the states’ FPA existed. It is through the FPA that the impact of different actors on the process of making decision would be observed (Piana, 2004, p. 7).

In fact, FPA would not only involve the FP and decision making of the state. Nevertheless, it also includes the study and analysis of many other elements that affect FP such as international and internal politics, diplomacy, war, intergovernmental organizations and economic sanctions (Wukari, 2015, p. 3). However, it includes other non-state entities such as terrorist group, liberation movements, etc., and internal actors such as social movements, international non-governmental organizations, also the federal units and subnational entities have external influence although they are also considered as internal actors deepens on the country situation. That is, those internal actors are different between developed and undeveloped states.

Accordingly, FPA can clearly describe the establishment of the facts that related to FP decisions successfully and almost all the policies, actions of states and non-states, alternatively, the effort of the scholars focuses on the reason behind the impact of the government and individuals on the FP process to make an action and take a specific decision (Ibid, p. 4). Furthermore, as a part of micro-politics, FPA gets involved in the study of the states through its individuals, groups and international system. (Walker, et al., 2011, p. 78).

Additionally, FPA could be interested by the analysts and scholars due to its being multi-leveled process as it explains and analyzes in more than one level such as micro and macro levels, and it being multi-factorial process as it deals with too many

variables in explained FPDM. Another focal point for the FPA is that FPA is multi-interdisciplinary due to its interaction with other disciplines, i.e. other disciplines such as economics, anthropology, psychology and sociology could be used for illustrating FPDM. Thus, as a subfield of IR, FPA has got another focal mark which is integrative: (using different and unlimited disciplines and information with different levels of analyses) (Hudson & Day, 2020, p. 6).

Furthermore, FPDM refers to the decisions made by individuals, groups, and coalitions that affect a nation's actions on the international arena. Also, as Renshon pointed out, no crisis or war can be understood without a direct reference to individual leaders' decision-making (Mintz & DeRouen, 2010, pp. 3-5).

In general, foreign policy decision making is a dynamic and complex process, which comprises various actors which make the process difficult to analyze. (Acikalin, 2022, p. 2: Zaidi, 2021. P.49). Similarly, also stated that the making foreign policy is complex phenomenon that can be dismantled to different levels and multiple angles to a set of network subsidies most notably the decision-making function in its narrow. (الاولاقي, ٢٠١١ & السعيدى , p. ١١٨).

It is obvious that particularly in the field of FP the decision-making process would be made by the head of state or government who is involved with foreign representatives so that their act could be more personalized and individualized in accordance with their goals, feelings, and opinions (Sitzenstuhel, 2014, p. 3).

More importantly, some of scholars such as Hudson and Vore think that the "FPA has involved in the examination of how FP decisions are made and has assumed that human beings, acting individually or collectivities, are the source of much behavior and most change in international politics" (Hudson & Vore, 1995, p. 209). Moreover, scholars think that the leaders make FP decisions in a variety of contexts and environments. Some decisions are individualistic while others are made in a group (Mintz & Sofrin, 2017, p. 13). In other words, FPA "is a study of the management of external relations and activities of nation-states as distinguished from their domestic policies. FPA ordinarily involves scrutinizing the external policies of states and placing them in a broader context of academic knowledge" (Jackson & Sorensen, 2013, p. 251). However, it can be said that FP involves goals, strategies, measures, methods, guidelines, directives, agreements, and so on.... (Wukari, 2015, p. 3).

To sum, FPA is an approach to the analysis to FP and the FP decisions in states which are different processes from each other, i.e. they are not the same process of making decisions, because FPA depends on constitution or political structure of the states, also on the ideology of the ruling regime in that country.

III. The Approaches of Foreign Policy Analysis

Generally, FPA approaches are divided into two stages which include three generations, and what comes below is the emphasis of the short history of explanation for the FPA (Hudson & Day, 2020, p. 16):-

The first phase had two generations. First-generation FPA employees (1954–1973) were energetic. This period contributed conceptual improvements along with data collection and methodological experiments. Among most famous scholars were Richard Snyder, Alexander George, Harold Guetzkow, Hayward Alker, Arnold Kanter, Glenn Snyder, James Rosenau, Allison and Irving Janis (Wukari, 2015, p. 3).

The second generation of work from about "1974 to 1993 were expressly built upon those foundations. Though it is always difficult to set the boundaries of a field of thought, the overview that follows includes a representative sampling of classic works in the first and second generations that both examined how the "specifics" of nations led to differences in FP choice/behavior and put forward propositions in this regard that at least have the potential to be generalizable and applicable cross-nationally" (Hudson & Day, 2020, p. 16).

The **second phase** began from 1993 to the present which can be named **third generation**.

In fact, the late 1980s witnessed the emergence of two significant periods in the study of FPA. With the end of the Cold War (CW), there was a resurgence of interest in actor-specific theory. Bipolar, quasi-zero-sum competition lends itself relatively well to abstract, actor-general analysis that focuses primarily on the macro constraints of the system. In addition, due to the opaque nature of the Soviet system, actor-general theory was more applicable to scholars under the CW. However, the conclusion of the CW demonstrated once again that it is impossible to explain or anticipate system change using only system-level variables. Our intuitive understanding of this event is more consistent with FPA: the personalities of Gorbachev, Havel, and Walesa; the activities of actors such as the Lutheran Church

and the Green Movement; and the struggles between various domestic players, such as the military, the Communist Party, the bureaucracy, etc. The requirement for continued improvement in actor-specific theory advancement was established (Hudson, 2005, pp. 13-14). Second, "the resolution of a major methodological contradiction arising from the canonical works of FPA studies has been attained". This paradox was felt most keenly at the FPA's CFP school, which consequently underwent significant change. The term "comparative foreign policy" has almost entirely disappeared from the field. The dilemma centered on theoretical requirements in FPA and their consequences on methodological choice (Hudson, 2005, pp. 13-14).

Hudson & Day in their book entitled (*Foreign Policy Analysis Classic and Contemporary Theory*) mentioned that "if search to what are the origins of FPA? in one sense, FPA-style work has been around as long as there have been historians and others who have sought to understand why national leaders have made the choices, they did regarding interstate relations. But FPA-style work within the field of international relations per se is best dated back to the late 1950s and early 1960s. Three paradigmatic works arguably built the foundation or perhaps the roots of foreign policy analysis": (Hudson & Day, 2020, p. 14)

- Decision-Making as an approach to the study of IP by Snyder, Bruck, and Sapin (hereafter "SBS") (1954; also see R. Snyder, Bruck, and Sapin, 2002 [original version published in 1962]). In this work, Snyder and his colleagues inspired researchers to look below the nation-state level to the actual players involved. This approach is also called foreign policy decision making (FPDM) approach.
- Man-Milieu Relationship Hypotheses in the context of IP by Margaret and Harold Sprout (1956; expanded and revised as an article in 1957 and then after in 1965 as a book: *The Ecological Perspective on Human Affairs with Special Reference to International Politics*). Margaret and Sprout argued that one needed to look at the 'psycho-milieu' of the individuals and groups making the FP decision. That is, the international and operational environment or context as it is perceived and interpreted by decision-makers. It focuses on the context of IP where power matters; therefore, it proposes system level analysis (Wukari, 2015, p. 4).

Harold and Margaret Sprout's Psycho-Social Milieu (PSM) is a significant model. FP can be described by the decision-psychosocial maker's milieu (psychological, situational, political, and social circumstances or scenarios) (Dorani, 2019, p. 73). As 'mind' includes personalities, 'beliefs, attitudes, values, experiences, emotions, style, memory, national and self-conception,' the analyst concentrates on decision-makers' minds for the PSM Approach's psychological aspect (Zaidi, 2021. P.49). Individual traits have a key role in understanding why certain policies were established, especially under certain conditions, such as high stress, high uncertainty, war, crisis, or the position of head of state. Personalities are "integral" to decision-making. The belief system and images of policymakers have been one of the most studied causal elements because beliefs "are primary drivers of behavior and therefore explain and predict human conduct" (Dorani, 2019, p. 73).

- "Pre-Theories and Theories of Foreign Policy" by James N. Rosenau (1966). Rosenau's main focal point was specific and multi-level such as the individual (leaders) to explain FP. It focuses on individual state level analysis.

In Rosenau's words that foreign policy action is a product of decisions, and the way decisions are made may substantially affect their contents (Pinheiro, 2013, p. 49).

Rosenau's pre-theories influenced the development of a foreign policy rationale. Rosenau went further than Snyder, Bruck, and Sapin by proposing testable "if-then" propositions, grouping potentially relevant sources of foreign policy decisions into five categories, and suggesting ways to rank the importance of these variable clusters based on the issue and state characteristics (e.g., size, political accountability/level of democracy, level of development). Rosenau's five clusters of foreign policy sources – idiosyncratic (later dubbed "individual"), role, governmental, social, and systemic variables — have been used in various papers, textbooks, and readings during the past three decades. However, Rosenau was quick to acknowledge that his "pre-theories" were only that. As opposed to a fully detailed model, it was a typology for arranging foreign policy studies. Thus, there was a degree of confusion regarding the employed notions. Foreign policy behavior was never fully defined, and the idiosyncratic category comprises both universal and leader-specific aspects. (Nedck, et al., 1995, p. 19). It can be said that the Rosenau pre-theories focuses on

individual state level analysis.

Additionally, according to the Brummer & Hudson, a number of key texts drawn from across the range of the postwar social sciences provided the anchor to the ensuing three FPA paradigms: (Brummer & Hudson, 2015, p. 142):

- The decision-making of foreign policy, as an individual and group based dynamic (Snyder, Bruck, and Sapin 1954), and as a structured institutional process defined as bureaucratic and organizational politics (Allison 1971; Allison and Halperin 1972).
- The psychological dimension of foreign policy decision-making (Boulding 1966; Sprout and Sprout 1956; George 1979; Brecher 1972; Janis 1982); and
- The comparative foreign policy theories examining the generalizable qualities between genotypes of states (Rosenau 1974).

Furthermore, the message of these three books which mentioned above is that the human beings play a great role in national and foreign policy and this role is important to understand FP chooses (Al-Najjar, 2017).

According to Hudson, the message of these three major works—those by SBS, Rosenau, and the Sprouts—convinced a lot of scholars that the characteristics of the persons who make national FP decisions are essential for understanding FP decisions (Hudson, 2005, p. 7). In other words, each of these three works played a major role in launching a different aspect of FPA research as known today (Hudson & Vore, 1995, p. 212).

In brief, the FPA appeared after the Second World War epically in the mid of the second half of 20th century, and in the field where FPA have many approaches which can be the analysis of FP states acting around of the world. While each of approaches has had their basic prospective and they help researchers to analyze the behavior of FP states. However, the center of FPA is primarily about who the decisions makers are, and also FPA remains complex instrument to define most worthy cause about state and decision makers' behavior. Furthermore, FPA focuses of the multi-interdisciplinary, multi-level and multi-factorial because many of factors and variables have impact on FP; therefore, by using one factor or one level to study FP of states, it will lack the analysis, and need various views and studies of the factors. It could be said that Richard Snyder's and his colleagues' approach is the

most suitable approach which can be used for many different types of researches in developing and developed countries foreign policy. According to Garrison (2003), the SBS¹ approach provides a new method to clarify the complex confines of the assumptions in IR theories by highlighting the case and the story beyond FP decisions. (Garrison, et al., 2003, p. 155). In fact, Snyder and his colleagues made a significant contribution to FPA via long-term international politics research with a focus on decision-making.

IV. The Prospective of Snyder's Decision-Making Approach

Snyder's decision-making approach has its own prospective to FPA of the states. In his perspective, individual and small basic dynamic groups are significantly considered (Brummer & Hudson, 2015, p. 142). Accordingly, making FPDM by individual and group means that it is based on the constitution or political structure of the states. The decision-making approach basically has as its underlying principle people-significance. It suggests that people matter in international affairs (Hagan, 2001, p. 2). Moreover, to comprehend the significant contribution of the SBS framework, it can be said that "two metaphors take hold: the state as a "Billiard ball" among other billiard balls on the pool table of the international system; and the state as a "black box" whose behavior could be estimated by the study of external forces without much inquiry into the idiosyncratic contents of the box such as domestic politics and leader psychology" (Snyder, et al., 2002, p. 2).

On one hand, SBS pointed to the importance of understanding the way whereby the decisions are made in order to explain FP outcomes (Pineiro, 2013, p. 49). On the other hand, the work of SBS inspired researchers to look below the nation-state level of analysis to the players involved, i.e. "we adhere to the nation-state as the fundamental level of analysis, yet we have discarded the state as a metaphysical abstraction. By emphasizing decision-making as a central focus, we have provided a way of organizing the determinants of action around those officials who act for the political society. Decision-makers are viewed as operating in dual-aspect setting so that apparently unrelated internal and external factors become related in the actions of the decision-makers. Hitherto, precise ways of relating domestic factors have not

¹ SBS refers to Snyder, Bruck, and Spain

been adequately developed" (Hudson & Day, 2020, pp. 14-15).

Snyder aims to provide standard and similar data gathering categories to make comparative FP research practicable. His primary focus was on decision-makers, their perspectives, and how they framed their jobs. It was proposed that empirical research and an evaluation of the psychological and sociological components of decision-makers could be done. Nevertheless, Snyder's strategy had a number of limitations. Given that it required assessing the players' perceptions, motivations, values, and aims as well as the many forms and interpretations of communications, the number of variables was just overwhelming. How all of the variables were to be associated was not adequately described, and no method was offered to examine their relationship (Rashdan, 1989, p. 16).

According to the Snyder's approach, the state decision is made by experts, bureaucracy and bureaucrats. He states that the "decision makers are viewed as operating in a dual-aspect setting so that apparently unrelated internal and external factors can become related in the actions of the decision makers" (Snyder, et al., 2002, p. 75). Given that, the decision makers should be these decision makers who represent the state to make decisions rather than the state itself in IR. Additionally, Snyder's approach significantly states that the FPA has included the domestic level, and in particular the decision-making process, as an explanatory variable for states' behavior on the international level (Milani & Pinheiro, 2017, p. 280).

In the SBS method, the essential to political action is the manner in which decision-makers define their circumstances as actors. They thought that the decision-makers and the states have equal authority. They deny the notion that state acts are the result of objective national interests and goals, contending that these interests and goals have no status apart from what people "responsible for making decisions" believe they are. Neither are state actions the result of objective situational conditions, as situations lack an independent status. They exist in accordance with how decision-makers define them. The scenario is defined by the actor (or actors) in terms of how the actor (or actors) relates to other players, possible goals, and possible methods, as well as in terms of how means and ends are formulated into action plans in response to situational elements (Steiner, 1977, p. 392).

In addition, according to Snyder, state action is neither caused nor

determined, but rather "flows" in a "planned" or "purposeful" manner from the decision-description makers of the circumstance. A choice is formed when "the decision-makers with authority adopt a specific course of action and assume responsibility for it" based on their acceptance and commitment to the situation's definition (Ibid). Here it shows that, the leaders' authority towards making decision is based on the analysis of the situation and constitution. According to the "definition of the situation" the situation could be identified or restricted by what have been seen in the observers (the decision makers) point of view (Dougherty & Pfaltzgraff, 1971, p. 316).

Furthermore, the SBS see that "the state X orients to action according to the manner in which the particular situation is viewed by certain officials and according to what they want. The actions of other actors, the actor's goals and means, and the other components of the situation are reflected meaningfully by the actor. His action flows from this definition of the situation, the engine of the theoretical integration, then, is the definition of situation created by the human decision-makers" (Snyder, et al., 2002, pp. 5-6).

However, the knowledge of the perceptions, at first is offered by Snyder and his colleagues as a focal element to clarify the decision maker's behavior. As states actions depends on the way that their decision-makers observe the situation and environment, the actions and the reasons identify the definition of the situation (Pinheiro, 2013, p. 61).

Also, SBS believe that decision- making is a central point for the integration of "such divergent matters as ideology, policy, organization, events, institutions, public opinion, law, and national character" rests (Steiner, 1977, p. 392). Furthermore, Snyder underlined the 'definition of the situation' as a central point for both decision makers and in analyzing and explaining the actions of FP in addition to human agency as focal element for international politics (Alden & Aran, 2017, p. 25).

In truth, SBS tried their best in this field and released a study on FPD in 1954, but it remained the definitive work on his approach. Snyder's observation on the concept of "situation definition" is the central theme of this work. It was acknowledged in the introduction to the 1962 edition that it is difficult to account for specific actions and continuities of policies without investigating how operating

environments are perceived by those responsible for decisions, how particular situations are structured, what values and norms are applied to particular types of problems, what issues are prioritized, and how past experience influences present responses.

Also, SBS try to redefine the decision makers world like they see it. By their definition to the situation, they provide another way of how the stats act and the reason behind this action. The objective is to rebuild the constructions of FP elites to demonstrate how, of all the phenomena that could have been significant, actors (decision-makers) award only a few with significance. According to Steve Smith, "FP is what states are made of" (Houghton, 2007, p. 31).

In addition, in SBS view that some of the points which are important to FPA in the USA foreign policy such as: the needs president to more staff assistance, FP should be the subject of a joint Executive-Congress committee, the president opens all treaty negotiations, the president of state is more influential in foreign policy matters because he has more opportunity to act, and the less information congress has on major foreign policy issues, the more likely it is to oppose the president (Snyder, et al., 2002, p. 31). It means that the top person in the state is more powerful and have chance to act in FP.

Scholars such as Snyder referred to the creation a mixture of other science such as sociology and some of the social science for highlighting and studying political science. This leads to bringing new factors and concepts to political science analyses (Kriesberg, 1963, p. 196).

Although scholars regard FPDM to be a dynamic process, the conceptualization of decision-making as a unit of analysis provides explanations for FP behaviors; these behaviors include intents, statements, acts, inactions, decisions, and indecision (Dorani, 2019, p. 73).

The SBS also emphasized a number of distinctive aspects of international relations: first, data are notoriously difficult to obtain because governments tend to suppress many things scholars need to know and want to know; second, a large number of factors appear to influence the behavior of states; appear is the operative word here because imperfection of selective devices has made the search for relevant factors excessively difficult; and third, a large number of factors appear to influence state behavior. Diversity in domestic politics is difficult, but it's respected (Snyder, et

al., 2002, pp. 52-53).

Accordingly, for arguing this matter, the highlighted factors that influence the behavior and policy made by the state. Although, some factors are irrelevant in analyzing decision-making and IR theory such as 'internal and external causal factors', it could be relevant due to their impact on the policymaking process and the policy (Ibid).

Importantly, the FPDM methodology centralizes both the actors and the decision-making process. Snyder and his colleagues, the approach's creators, believe that studying decision-making requires examining three factors: participants' skill, incentives, and communication. For them, the analysis of the decision-making process was a means of "organizing the action determinants around those authorities who functioned on behalf of the political society." Since their strategy centered on the FPDM process as opposed to FP results, it came to be known as the FPDM Approach (Dorani, 2019, p. 73).

Regarding giving priority to the actors of FP, academics hold divergent views. Thus, some consider individual actors and structures or structural forces to be crucial notions for describing FP, while others advocate for the merging of both levels. To capture what has "already occurred," FPDM has accounted for nearly all of the relevant circumstances.

It's obvious in what have been explained before those structural factors have a great role on the FPDM approach by their direct or in direct impact on policymakers and FP.

SBS found IP definition crucial. According to the SBS, the definition of phenomena is fundamental, and those who research IP are primarily concerned with the acts, reactions, and interactions between political entities known as national states. Below is an explanation template (Snyder, et al., 2002, p. 55).

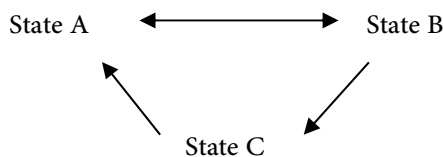


Table (1): source: (Snyder, et al., 2002, p. 55).

Also, the SBS heightened the state as an actor in the situation by monograph as explained below:

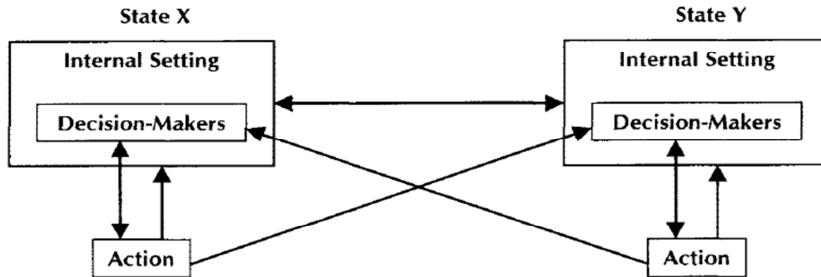


Table (2): source: (Snyder, et al., 2002, p. 57).

Furthermore, the SBS believe that "it is necessary to analyze the actors (the official decision-makers) in the following terms: (a) their discrimination and relating of objects, conditions, and other actors-various things are perceived or expected in a relational context; (b) the existence, establishment, or definition of goals-various things are wanted from the situation; (c) attachment of significance to various courses of action suggested by the situation according to some criteria of estimation; and (d) application of "standards acceptability" which (1) narrow the range of perceptions, (2) narrow the range of objects that is wanted, and (3) narrow the number of alternatives" (Snyder, et al., 2002, p. 59).

In addition, to what we explained, the SBS focused on the impact factor on the decision-making process which are classified into three categories: (Snyder, et al., 2002, p. 61).

1. **Internal setting:** located within the framework of society, which is making decision-making their decisions for which (internal policies, public opinion, geographical position) beside other factors are important such as the nature of the political system, which is the main values of society, political parties, pressure groups morale, production, attitudes, so on) and can add national experience in dealing with international political issues.
2. **External setting:** conditions beyond the state's territorial borders, including other states' actions and reactions (their decision-makers), cultures, and the physical

cosmos. Other countries, unit behaviors, oceans, societies, and cultures comprise international environment (Snyder has concentrated on linking these determinants). Changing external situations require a revised international system. Respondent: (Values, beliefs, personal decision-makers) link altering factors and external choice maker, and a range of external environmental aspects regulate the decision maker's objectives and directions (and generally these variables are valuable only by realizing the maker). External environment includes other foreign states, organizations and its relationships (Han, et al., 2008, p. 63).

3. **Decision-making processes**, which are divided into three categories which they include roles as well as general and specific government norms such as;
- a) **Spheres of competence**, the activities of decision-makers in achieving national objectives;
 - b) **Communications and information** available at the time of the decision including meanings, values, and perceptions of the decision-makers; and
 - c) **The motivation** of the actors in the decision process, including psychological and personality factors that influence the actors and affect policy outcomes (Rashdan, 1989, pp. 14-15).

Furthermore, Snyder builds his own model of decision-making on an initial premise that is the best way to accommodate IP and factors influencing country behavior in the analysis and in what he formulates: (Amal, 2018, pp. 26-27).

- **External environment:** It includes all the external factors affecting the decision-making process which can be identified in the geographical physical environment, and from countries, societies and cultures.
- **Internal environment:** It includes all the factors and components that constitute the internal environment which directly or indirectly influences the decision-making process which can be identified in (internal policies, public opinion, the geographical location of countries, and the way the society organizes and performs functions, and pressure groups).
- **Social and behavioral structure:** This unit includes the prevailing value system in society, the psychological and sociological features that characterize society, the thinking style of the members, and issues of sensitive dimensions related to

religious aspects or customs.

- **Decision-makers and decision-making process:** It is represented in the field of powers, communications and information, system personal incentives, motivations and characteristics of the decision maker.

FPDM is "rich, detailed, multivariate, multilevel, interdisciplinary" and focuses on human FP decision-making (Dorani, 2019, p. 73)

Snyder demonstrates that, there are factors belong to actors such as (situation's component, goals and means). He discusses four sets of variable factors which policy makers have to take into account while they are making decisions. These factors are: organizational factors, internal setting, external setting, and situational factors.

The SBS emphasized the importance of the FPA's organizational environment and emphasized process analysis. We're analyzing the operational organizational system. We've chosen to treat some organizational structure traits as givens. The repercussions of this decision are expounded on below. In the interim, though, it may be useful to describe some of the organizational characteristics such as; Formal organization members having limited working lives and varying abilities, organization-set, confined, hierarchical goals, and an internal division of labor entail; Recruitment and training (including in-service) and, Universal placement requirements, position relationships based on organizationally determined behavior patterns, and vertical and horizontal specialization (boundaries of coordinate units and roles). In addition, authority and control refer to power that has been normatively sanctioned and is distributed in an unequal manner throughout an organization, superior-subordinate relationships that are in place to ensure the coordination of specialized operations, motivation for exercising and accepting authority, and a pyramidal structure of power (Snyder, et al., 2002, p. 77).

In addition, members are motivated to engage in joint pursuit of organizational objectives or activities connected to such aims. Positions and vocations are "professionalized" in terms of operational regulations and procedures, career paths, and promotion standards. Communication is the dissemination of orders, instructions, and information. Relationships are established and routine, which serves to:

- a. insures behavioral predictability

b. assigns roles based on competency

c. depersonalizes connections and guarantees continuity during personnel turnover (Ibid).

On the one hand, all of these decisions were made based on the classification and idea relevance, not the analysts. As described in the situation's definition, the variable of decision makers in whom the analyst has an indirect interest. According to Snyder, "decision-making is an explanatory concept in itself. His decision-makers actively pick, interpret, and structure foreign policy "inputs" into images or definitions of the situation in accordance with which foreign policy "outputs," i.e. goal-informed decisions or policies, are designed and implemented (Steiner, 1977, pp. 394-395).

On the other hand, the SBS focused their attention on the "Organizational Unit." This is due to the fact that the organizational or decisional unit is at the very heart of the kind of analysis, and the SBS believe that all units will be "organizational." In the opinion of the SBS, all decisional units are organizational systems. When the SBS refer to "organization," they imply the system of activities and the structure of interactions. The following is a preliminary and provisional description of some of the criteria by which units may be typified: Size-Participants range from one person to legislatures. In addition to size, one must consider the quantity of participants, Structure-relevant criteria include whether the unit is hierarchical, whether authority and communication relationships are clear or ambiguous, and the clarity and standardization of competences, Location in an institution-First, the major institutional affiliation of the members; second, the level at which the unit operates, Relation to other organizational unit- Indicates reliance, independence, isolation, or involvement, Unit duration - The unit's permanence or impermanence should be considered and Type of objective - This is likely one of the most important criteria, and a typology of aims will explain the aspects involved (Snyder, et al., 2002, pp. 82-83).

Further, when IP authors discuss decision-maker behavior, one of five approaches usually results, according to SBS. All officials are given the same set of values and points of view; it is assumed that there is only one type of motivation; the actions of decision-makers are seen as being determined by "conditions" and "resources"; simple, low-level generalizations are made; and diplomats are frequently

portrayed as being separate from any governmental organization (Ibid, p.78).

The SBS highlighted motivation data and suggested certain basic sorts of data from which motivation must be inferred. These data are also important to investigate the attitude and frames of reference displayed in the reaction, action, and choice of decision makers, as explained below: (Snyder, et al., 2002, pp. 126-131).

- 1- The function and aim of the foreign policymaking structure and substructures
Any decisional unit will be driven by the responsibilities and objectives of the government structure that is responsible for the formulating of foreign policy and putting that policy into action.
- 2- Decisional units are generally transitory and lack substantial substructures.
Thus, decision-makers will be motivated by both broad foreign policy goals and the specific goals of a temporary unit.
- 3- Internally established social norms and values within the unit that makes the decision: Members of the structure responsible for making decisions about foreign policy, as well as concrete substructures of that structure, such as the Department of State (or any of its subdivisions), the Department of Defense, the Central Intelligence Agency, and others, make decisions.
- 4- An individual appointed or elected to a decision-making position enters a complicated system of aims, preferences, and rules and joins the institution.
- 5- The material requirements and values of society, as well as any segment of the population that is not involved in decision-making: There is a very fine border that separates sections 4 and 5, and crossing it is only allowed for the purpose of study.
- 6- Personalities It's tempting to leave the personalities of decision-makers as a residual category; everything that can't be explained by other elements is called "personality." Assessing a person's personality is like unlocking Pandora's box.

Although, in his work, Snyder illustrates that FP is the outcome of individual's action which is made on behalf of the state rather than states action which should be recognized as independent actors in the foreign policy decision-making process this point could be accounted as a great assumption in Snyder's approach. (Lee, 2020, p. 11). It means that the acting leader of state is representative of states. Thus, the individuals and groups would be the centers of states analyzing because they

represent their states; therefore, the discussion of the approach is based on the individuals as decision makers who confront their perspective and value of the situation in taking their decision. The approach considered the components that affect the decisions as 'internal and external' factors. Another attention is how the state could be successful in adapting the environment and its effect on FP highlighting the interaction of individuals and government's policy. (Nedck, et al., 1995, p. 19)."

Notably, it is clear that SBS were on the head of developing systematic performance model of 'action-reaction-interaction'. Meanwhile, it tries to illustrate their point, i.e. they shall suggest a very crude and incomplete set of decision-making types: (Snyder, et al., 2002, pp. 138-139). The communicator is a leader who can translate between specialists, find commonalities between competing methods, and combine decision-maker viewpoints. He's a mediator and middleman. The innovator may be against the prevailing normative order, a risk-taker, or an original thinker; in any case, he acts as a catalyst for intellectual decision-making and pushes his field's boundaries. He may also establish internal demands to reframe conditions or focus the decision-making system. - Traditionalists are conservatives' opponent. He's an organizing memory storage. His actions impede organizational change and policy problem-solving. - The literalist is the decision-maker who insists on a strict (narrow) interpretation of the system's rules. A subtype is the self-styled "realist" who perceives only the major essentials of situations or problems. Typically, a passion for unadorned facts and a willingness to deal only with specifics as opposed to generalities accompany realistic and strict-construction decision-making postures. - The Power-Seeker - the upwardly mobile official whose position in the decision-making organization and internal politics tends to dominate his behavior; he may violate procedural norms and take public stands on policy issues if it serves his purposes; he may take a broad view of his sphere of competence and exaggerate its functional aspects; he may personalize his official relationships even if it means departing from protocol. The professional servant is a decision-maker who is aware of her role's limitations, identifies with a membership group, and is self-aware of her expertise and contribution to decision-making. Typically, the professional civil servant has a strong sense of company mission.

This "definition of circumstance" emerges from the relationships and

interactions of the members of the decision-making unit, as well as from each individual's personal qualities, values, and perceptions. According to SBS scholars, the key to understanding why a state behaves as it does depend on how its decision-makers as actors define their situation (Nedck, et al., 1995, p. 19)

Moreover, by incorporating both psychology and sociology into this technique, it demonstrated the contradiction between the belief that the state is the most authorized actor representing "national interests" and the findings of this study. Snyder and Paige (1958) and Paige (1968) employed the overall framework devised by Snyder et al. to study the U.S. decision to intervene in Korea in 1950 (Ibid).

Furthermore, if the purpose of the project of SBS mostly not the same, it could be very similar to the epistemology forms of constructivism. The paradigm of Realist theory was the base for Snyder and his scholar's work. In fact, their works in the field of FPDM have known as "perspective on international relations" (Snyder, Bruck, and Sapin 1962: p. 9) In point of fact, the idea that a theory of international relations (IR) must be maintained distinct from a theory of foreign policy is a neorealist myth. This myth makes no sense if it is considered that structures and agents are mutually created by one another (Houghton, 2007, p.41).

Despite the fact that there is a distinction between the level of analysis, numerous theories are capable of being merged in some form or another. As noted by SBS more than half a century ago, decision-making may provide a framework for uniting a range of ideas that, until now, have only been applied to a subset of IP or have not been applicable at all. This statement was made in reference to the fact that these theories have either not been susceptible of application at all or have been applicable only to a subset of international politics. We have created a means of structuring the determinants of action around those officials who act for the political society by stressing decision-making as a core focus and making it the primary point of emphasis. Many inconsonant internal and external factors would be relevant in the decision-makers' action because of their 'dual-aspect' operations (Hudson & Day, 2020, p. 7).

Furthermore, the SBS bequeathed to FPA, the emphasis of its characteristic would be on FPDM as versus FP outcomes. Decision-making was best viewed as organizational behavior by which the basic determinants would be spheres of competence of the actors involved, communication and information flow; and

motivations of the various players. Desirable explanations would, thus, be both multi-causal and interdisciplinary (Hudson, 2008, p. 13).

In addition, SBS passed on to FPA its emphasis on foreign policy decision-making (FPDM) rather than FP results. The optimal method to conceive decision-making is as "organizational behavior," with the major components being the spheres of competence of the actors involved, communication and information flow, and the motivations of the many participants. Consequently, multicausal and transdisciplinary explanations would be desirable (Hudson & Day, 2020, p. 15).

Furthermore, motivation is another significant point that was underlined by Snyder. Motivational analysis was the focal element of the decision-making process due to its attribution with the behavior of states. Not only this, but it also couldn't be separated from the motivation of individual decision-makers when they represent the states and rationalize policy actions. Accordingly, it will be clear that whether the heads would be shaped by the force of historical social, or they make choices that change the direction of history. (Dougherty & Pfaltzgraff, 1971, p. 327).

However, In Snyder's point of view, motivation and causation are different thing. The later one is wider concept while the other one is a component of acting. Arguing that motivations differ from each other in their power and the struggle that exist among motives within the individual decision-maker and within groups, he also adds another point to his assumption, i.e. motivations are related to the inner of structures while they belong more to external order. Thus, they are unseen directly only by diplomats or statesmen's behavior and actions in clarifying their decisional behaviors (Ibid).

On the one hand, the FPDM approach is a subjective method, and on the other, it is a multilevel analysis, which is both from the most micro to the most macro necessary. Both of these aspects are required. On the other hand, with the FPDM method, it is essential to be familiar with the specifics of human decision-makers as well as the environment in which they arrive at their conclusions (Dorani, 2019, p. 74). On the other hand, recent FPA publications seem to suggest that this role of the individual in foreign policy has become more readily accepted. Indeed, according to Valerie Hudson, whilst the Cold War era focused on systems and downplayed the individual, the 1990s crises such as Iraq or North Korea have highlighted the extent to which leaders' characteristics matter to help understand the FP of these nations

(Hudson, 2014, p. 39). In her foreign policy handbook, Marijke Breuning states that “individuals and the decisions they make are a major determinant of foreign policy. In order to understand foreign policy decisions and behaviors, then, we must understand leaders – and their personalities, perceptions, and motivations”. (Breuning, 2007, p. 11)

In addition, as Herbert McClosky (1956) accurately anticipated, the search for a single theory in FP has shown to be a myth. Scholars have instead concentrated on several features that SBS were among the first to examine — bureaucratic politics, organizational routines, and human psychology — in order to develop intermediate models of how individuals, small groups, and institutions make decisions (Chollet, & Goldgeier, 2002, p. 154).

There is a belief by SBS that "the broadest sort of intercultural, antisocial and intergovernmental" is needed. They mostly identified governmental decision-making, and times become an obstacle in front of some theory's factor as actions could be repeated by time rather than be phenomena. (Dougherty & Pfaltzgraff, 1971, p. 317).

Furthermore, there are debates concerning the SBS, which were launched by Chollet and Goldgeier in their revisiting SBS book. As previously indicated, the SBS feels that the decision-making method is essential for studying international politics; nevertheless, efforts to combine levels of analysis have never been sustained. The claim made by Kenneth Waltz (1979) that international politics was a separate domain from FP ruled the IR roost, and those interested in decision-making focused on understanding decision-making processes within national governments, leaving grand explanations for global affairs to realists, neoliberals, and later constructivists (Chollet, & Goldgeier, 2002, p. 153).

Additionally, to examining the successful development of these generalizable propositions, we'd want to discuss some of the issues that SBS offered but that those researchers were unable to explore in any systematic fashion. The first difficulty is the need to integrate individual and organizational levels of analysis: we need to understand not just why people behave in specific ways, but also what occurs when a group of people interact in a process. To put it another way, understanding how individuals function alone is one thing; understanding how they function together is quite another. The second factor is the impact of connections and trust inside and

between governments. Any policymaker will tell you that personal ties and "trust" are crucial (Chollet, & Goldgeier, 2002, p. 155).

Besides, while evaluating Snyder's decision-making method, it can be stated that, assuming the rationality of external decision makers organized the human nature, build a procedural model selected by decision makers prior to the decision-making process, and this is an arbitrary model (objective controlled). To connect the connection between external decision-makers' activities and some events, such as international conflict, whereas the latter may originate for other causes, such as a clash of ideals and interests amongst political entities. The subject of the various nature of the political system was given considerable importance since we observe differences in the behaviors of external decision makers from a comprehensive system to another Liberal dependent on different ideologies, which makes using Snyder's model problematic.

One of the downsides of the decision-making method is that it concentrates solely on the state as an actor in FP. However, other players, such as international organizations and others, might now play a part in the same political context. However, it is apparent that the state is still the more powerful actor in the international arena. Rather than the technique, which may still be used to research FP, it should be developed in response to changing political situations throughout the world.

Furthermore, when developing the theory, SBS scholars assume that rationality does not exist in decision-makers because rationality cannot be granted, but it is a component that can be discovered. However, the theory's hypothesis is that motivation and organized behavior can be observed.

Conclusion

In conclusion, it might be stated that the decision-making approach could be applied to the study and analysis of FP. The approach followed the initial wave of studies which focused on small/large group dynamics. In addition, it may be argued that the SBS method may have a greater impact on the broader field of international relations (IR) today than the context was able to do almost sixty years ago. The decision-making process is the defining phase of the political process, and the decision-making method represents a significant shift from the traditional political analysis that personifies nation-states. Snyder's ideas were well-suited for studying the foreign policies of states. In contrast, SBS work prioritizes taking into account various levels and actors below nation-states. Furthermore, the most significant effects of studying foreign policy and IP are the incorporation of emotion and motivation into individual theories as it is evident that policymaking is based on the policymaker. In addition, the SBS categorizes the factors that influence the decision-maker into three categories: (a) the internal environment, (b) the external environment, and (c) the decision-making process. Thus, the model of Snyder encompasses all three processes including social, political, and psychological processes. Instead of focusing on the outcomes of foreign policy, the approach emphasized the decision-making process.

In addition, the SBS argues that the decision-making approach is required for the study of IP although persistent efforts to combine levels of analysis have never been made. In addition, this strategy places the decision-maker whether a group or an individual at its core. Decision-making method research focuses on decision-makers, their motives, psychologies, and environments as well as decision-making instruments and procedures. In addition, the SBS believes that an emphasis on the decision-making process itself rather than just foreign policy outcomes contributed to the explanation.

Together, these aspects create the conditions that shape a state's foreign policy decisions and, by extension, its foreign policy. By defining a decision maker,

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this approach departs from the abstract and objective conceptualizations of conventional approaches and embraces a subjective viewpoint. Along with this approach comes a critique of the standard theories' rationality assumptions. According to the decision-making perspective, individuals' rationality is restricted. This is related to a number of aspects that should be considered in FPA including psychological and cognitive factors, processes of learning knowledge, experience, values, and beliefs among others.

However, one of the major drawbacks of the decision-making approach is that it concentrates solely on the state as a player in FP since the SBS considers the nation-state to be the fundamental level of study. Not all modern actors such as international organizations and others may play a part in the same political context. However, the state remains the most dominant actor in the international arena. The approach can still be used to examine FP but it should be adapted to reflect the evolution of global political events. The SBS contributes to FPA's foundations is a significant effort, and is one of the three paradigms which are debatably constructed FPA foundations. Moreover, this study is still useful for analyzing the foreign policies of nations around the world.

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