

AMERICAN UNIVERSITY

SCHOOL OF INTERNATIONAL SERVICE

INTERNATIONAL NEGOTIATION (SIS611.002)

Spring 2017

Instructor: Dr. Kwaku Nuamah

Time: Tuesday 08:20 PM – 10:50 PM

Venue: EQB 11

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Phone: 202 210 3676

Office Hours:

- Monday: 2:00PM- 5:00PM
- Friday: 2:00PM- 5:00PM

COURSE OBJECTIVES AND LEARNING OUTCOMES

Negotiation is one of the most widely used processes of conflict resolution in the world. It can facilitate the peaceful resolution of conflicts when it is used properly and in a timely manner. But negotiation does not always produce the desired outcome. It can end in a costly stalemate or worse, put us in the uncomfortable position of having to concede defeat to an adversary. In this course we shall examine some of the factors that shape both the process of negotiation and outcomes—desirable as well as the not-so-desirable. Our aim is to improve our understanding of the complex dynamics and structural constraints that shape actions and outcomes in the field of international negotiation. We shall explore key theories, approaches and methods essential to effective negotiation in the international arena. Through this course you will develop a deeper understanding of negotiation analysis, applied negotiation, and the role of power, ethics, culture, and other factors that affect the processes and outcomes of international negotiations. You will gain a deeper understanding of the relative merits of various bargaining styles, effective leverage analysis, as well as the roles of ethics and cultural competence in international negotiation. You will also learn practical skills (through simulations exercises that capture the complexities and unique challenges of international negotiations) and develop negotiation tools that will make you a more effective negotiator in any situation.

KEY OBJECTIVES

- Increasing our awareness of the complexity of international negotiation
- Becoming better analysts of international negotiation behavior
- Enhancing our understanding of structural dynamics in international negotiation
- Deepening our knowledge of crisis negotiation
- Enhancing our knowledge of ethical issues in international negotiation
- Becoming better assessors of the value of negotiation in international conflict management
- Deepening our knowledge of seminal cases in international negotiation
- Enhancing our negotiation skills through simulation exercises

At the end of the course students will be able to:

- Demonstrate an understanding of the origins and development of international negotiation theory
- Show a deep understanding of the relative merits of various approaches to international negotiation
- Show a deep understanding of the processes and outcomes of international negotiation
- Demonstrate knowledge of contemporary trends and seminal cases in international negotiation
- Demonstrate knowledge of strategies for effective international negotiation
- Effectively analyze payoff matrixes and produce strategies for pareto improvements
- Demonstrate ability to develop and deploy various types of leverage in international negotiation
- Demonstrate awareness of cultural hurdles in international negotiation
- Demonstrate an understanding of the ethics of international negotiation

REQUIRED TEXTS:

There are no textbooks for this class. All assigned reading will be made available online.

COURSE ASSESSMENT

- Participation: 20%
- Midterm Policy Memo: 35%
- Case presentation: 5%
- Final paper: 40%

Students will be assessed in 4 main ways:

- **Attendance and Active Participation (20%)**

Class attendance is mandatory. The Professor should be notified ahead of time of any excusable absence. Students are expected to come prepared to actively participate in class discussions and all exercises. You will earn points (up to 20% of your final grade) for attendance and active participation in class.

- **Midterm Policy Memo (35%)**

For our mid-term exam, students will write a 5-page policy memo addressing a problem or advocating specific approaches to a problem in a fictionalized international crisis negotiation. The Memo will be due in Week 10 and shall be worth up to 35% of your final grade. Guidelines and Case scenarios will be distributed in Week 8.

Case Presentation (5%)

Student will work individually or in small groups to research one of several cases and prepare a 10-minute PowerPoint presentation for class. The PowerPoint slides shall be sent to the professor for comments 2 full days ahead of the presentation. Sign up for case presentations will take place in Week 5.

- **Final Paper (40%)**

In lieu of a final exam, students will write a 15-20 page paper exploring one or several of the problems covered in the course. Outlines for final papers will be submitted to the instructor for comments by April 4, 2017. The final paper will be worth up to 40% of the final grade. It shall be due by email on May 9, 2017.

GENERAL POLICIES AND NOTES

All written assignment must be typed, show proper use of the English language, and turned in on time. No late papers will be accepted. Assignments must be handed in personally on the due date in class unless otherwise stated. Note that I grade both content as well as presentation style so you should endeavor to follow the rules of proper usages of the language. You must also cite (properly) all borrowed ideas and phrases. Failure to cite “borrowed” ideas and phrases is plagiarism.

STATEMENT ON ACADEMIC INTEGRITY

All students must adhere to American University’s Academic Integrity Code, which you can find at: <http://www.american.edu/academics/integrity/code.cfm>. By registering, you have acknowledged your awareness of the Academic Integrity Code, and you are obliged to become familiar with your rights and responsibilities as defined by the Code. All of your work (whether oral or written) in this class is governed by the provisions of the Code. Academic violations, particularly plagiarism, have been increasing in recent years, partly due to web sites and other sources that offer information or papers that students can submit as their own work.

Defined by the Code, plagiarism is using the work, ideas, or words of someone else without attribution. Other violations include inappropriate collaboration (working on a project with another person but not acknowledging her or his contribution), dishonesty in examinations, whether in class or take-home, dishonesty in papers (not submitting original work), work done for one course and submitted to another, deliberate falsification of data, interference with other students' work, and copyright violations.

The adjudication process and possible penalties are listed in American University's Academic Integrity Code booklet, which is also available on the American University web site. The Instructor has the responsibility to monitor course assignments for violations of academic integrity, and the right to submit any suspicious assignments for electronic analysis to detect such violations.

Being a member of this academic community entitles each of us to a wide degree of freedom in the pursuit of scholarly interests; with that freedom, however, comes a responsibility to uphold the ethical standards of scholarly conduct.

STATEMENT ON DISABILITY SUPPORT SERVICES

If you experience difficulty in this course for any reason, please don’t hesitate to consult with me. In addition to the resources of the department, a wide range of services is available to support you in your efforts to meet the course requirements.

Academic Support Center (x3360, MGC 243) offers study skills workshops, individual instruction, tutor referrals, and services for students with learning disabilities. Writing support is available in the ASC Writing Lab or in the Writing Center, Battelle 228.

Counseling Center (x3500, MGC 214) offers counseling and consultations regarding personal concerns, self-help information, and connections to off-campus mental health resources.

Disability Support Services (x3315, MGC 206) offers technical and practical support and assistance with accommodations for students with physical, medical, or psychological disabilities.

If you qualify for accommodations because of a disability, please notify me in a timely manner with a letter from the Academic Support Center or Disability Support Services so that we can make arrangements to address your needs.

STATEMENT ON EMERGENCY PREPAREDNESS

In the event of an emergency, American University will implement a plan for meeting the needs of all members of the university community. Should the university be required to close for a period of time, we are committed to ensuring that all aspects of our educational programs will be delivered to our students. These may include altering and extending the duration of the traditional term schedule to complete essential instruction in the traditional format and/or use of distance instructional methods.

Specific strategies will vary from class to class, depending on the format of the course and the timing of the emergency. Faculty will communicate class-specific information to students via AU e-mail and Blackboard, while students must inform their faculty immediately of any absence. Students are responsible for checking their AU e-mail regularly and keeping themselves informed of emergencies.

In the event of a declared pandemic or other emergency, students should refer to the AU Web site <http://www.american.edu/emergency/> and the AU information line at (202) 885-1100 for university-wide information, contact faculty and dean's office for course and school/college-specific information.

COURSE OUTLINE AND READING LIST

Week 1 (January 17): Introduction to the course

Read:

- Zartman, I.W. "What I Want to Know about Negotiations," *International Negotiation*, Volume 7, Issue 1, pages 5 – 15

Week 2 (January 24): International Negotiation in IR Theory

Read:

- Oye, K., "Explaining Cooperation Under Anarchy," *World Politics* vol. 38, no. 1 (1985)
- Axelrod, R., & R. Keohane, "Achieving Cooperation Under Anarchy," *World Politics* vol. 38, no. 1 (Oct. 1985)
- Schelling, T. C., *The Strategy of Conflict* (Harvard University Press, 1980), Ch. 2

Week 3 (January 31): Approaches and Perspectives

Read:

- Freymond, Jean, “Historical Approach,” in ed. Kremenjuk, V.A., *International Negotiation* (Jossey Bass, 2002), Ch.9
- Rubin, Jeffrey, “Psychological Approach,” in ed. Kremenjuk, V.A., *International Negotiation* (Jossey Bass, 2002), Ch15
- Cross, John. “Economic Perspective” in ed. Kremenjuk, V.A., *International Negotiation* (Jossey Bass, 2002), Ch. 12
- Kelman, H., “Social Psychological Dimensions of International Conflict,” in Zartman and Rasmussen, eds., *Peacemaking in International Conflict* (USIP, 2007), Ch. 2

Week 4 (February 7): Overcoming Obstacles in Negotiation

Read:

- Lewicki, Roy et al. “Negotiation Breakdown: Causes and Cures” in *Negotiation*. (Burr Ridge IL: IRWIN, 1994)

Class Film

- The 50 Years War: Israel And The Arabs” PBS Documentary. Available online at: <http://www.youtube.com/watch?v=UJnSY-lvCJM>

Week 5 (February 14): Key Concepts and Skills: Integrative and Distributive Bargaining

Read:

- Lewicki, Roy et al. “Strategy and Tactics of Distributive Bargaining,” in *Negotiation*, Burr Ridge IL: IRWIN, 1994.
- Lewicki, Roy et al. “Strategy and Tactics of Integrative Negotiation,” in *Negotiation*, Burr Ridge IL: IRWIN, 1994.
- ❖ Simulation exercise
- ❖ Sign up for Cases

Week 6 (February 21): Planning and Strategy in International Negotiations

Read:

- McDermott, R. "Prospect Theory and Negotiation," in Rudolf Avenhaus and Gunnar Sjøstedt, *Negotiated Risks: International Talks on Hazardous Issues* (Springer, 2009)
- Crocker, C. *High Noon in Southern Africa* (New York: W. W. Norton & Company, 1992), Chs. 2, 3
- Lewicki, Roy et al. "Negotiation Planning and Strategy," in *Negotiation*, Burr Ridge IL: IRWIN, 1994.
- Lewicki, Roy et al. "The Persuasion Process," in *Negotiation*, Burr Ridge IL: IRWIN, 1994

Week 7 (February 28): Domestic Constraints and Structural Components of Negotiation

Cases:

- South Florida's Cuban-American Community and the US-Cuba rapprochement
- AIPAC and the Iran Nuclear deal
- The Irish Diaspora and the Good Friday Agreement

Read:

- Putnam, R., "Diplomacy and Domestic Politics: The Logic of Two-Level Games" *International Organization*, vol. 42, no. 3 (1988): 428-460
- Wanis-St. John, A. and C. Dupont, "Structural Dimensions of Failure in Negotiations," in *Unfinished Business: Saving International Negotiations from Failure*, Guy-Olivier Faure, ed. (University of Georgia Press, 2012)
- Trumbore, Peter F. "Public Opinion as a Domestic Constraint in International Negotiations: Two-Level Games in the Anglo-Irish Peace Process." *International Studies Quarterly*, vol. 42, no. 3, 1998
- Zartman, I. W., "The Structure of Negotiation," in ed. Kremenyuk, V.A., *International Negotiation* (Jossey Bass, 2002), Ch. 5

Week 8 (March 7): Simulation Exercise

- ❖ Policy Memo (Mid-term Exam) guidelines distributed

Week 9 (March 14): Spring Break. No class

Week 10 (March 21): Power Symmetry and Negotiation

Cases:

- The Melian Dialogue
- Cuban Missile Crisis
- The Economic Co-operation Framework Agreement (China and Taiwan, 2010)

Read:

- Waelchli, H. and Shah, D. "Crisis Negotiations Between Unequals: Lessons from a Classic Dialogue" *Negotiation Journal* vol. 10, no. 2 (April 1994)
- Lewicki, Roy et al. "Power in Negotiation," in *Negotiation*, Burr Ridge IL: IRWIN, 1994
- Zartman, I. W. and Jeffery Rubin, *Power and Negotiation* (University of Michigan, 2000) Ch. 12
- Robinson, R. "Defusing the Exploding Offer: The Farpoint Gambit" *Negotiation Journal* vol. 11, no. 3 (July 1995)
- ❖ Mid-term Memo due

Week 11 (March 28): Morality, Justice, and the Strategy of Ceasefire Negotiations

Cases:

- Israel-Lebanon conflict (2006)
- South Sudan conflict (2014)
- The Aleppo ceasefire negotiations (December 2016)

Read:

- Mahieu, S. "When Should Mediators Interrupt a Civil War? The Best Timing for a Ceasefire," *International Negotiation* vol. 12 (2007): 207-228
- Touval, S. "Ethical Dilemmas in Mediation," *Negotiation Journal* vol. 11, no. 4 (Oct. 1995): 333-337
- Smith, Steven A. "Choosing to engage: Armed groups and peace processes," *Accord* 16, 2005

Week 12 (April 4): Negotiations to End Internal and Ethnic Conflict

Cases:

- Negotiating an end to Thailand's political conflict (2014)
- Turkey-PKK Negotiation
- The Serbia-Kosovo negotiations

Read:

- Stein, J. G. "Image, Identity and Conflict Resolution" in Crocker, C., Hampson, F. O., *Managing Global Chaos* (United States Institute of Peace, 1996)
 - Zartman, I. W., "Negotiating Internal, Ethnic and Identity Conflicts in a Globalized World," *International Negotiation* vol. 11, no. 2 (2006)
 - Downes, Alexander B. (2004) 'The Problem with Negotiated Settlements to Ethnic Civil Wars', *Security Studies*, 13: 4, 230 — 279
 - Lilja, Jannie, "Ripening Within? Strategies Used by Rebel Negotiators to End Ethnic War," *Negotiation Journal*, Volume 27, Issue 3, pages 311–342, July 2011
- ❖ Final paper outline due

Week 13 (April 11): Multilateral Negotiation and Diplomacy

Cases:

- Paris climate agreement negotiations (2015)
- Iran - P5+1 nuclear deal
- Negotiating an end to the Gambian election conflict

Read

- Lax, D. and J. K. Sebenius. "Thinking Coalitionally: Party Arithmetic, Process Opportunism, and Strategic Sequencing." In *Negotiation Analysis*, H. Peyton Young, ed. (Ann Arbor, MI: University of Michigan Press, 1992): pp. 153-193
- Touval, Saadia, "Multilateral Negotiation: An Analytic Approach." *Negotiation Journal*. Volume 5. Issue 2. 1989

- Zartman, I. W. "Introduction: Two's Company and More's a Crowd: The Complexities of Multilateral Negotiation," in Zartman, W. ed. *International Multilateral Negotiation: Approaches to the Management of Complexity* (Jossey-Bass, 1994)
- Dupont, Christophe. "Coalition Theory: Using Power to Build Cooperation," in Zartman, W. ed. *International Multilateral Negotiation: Approaches to the Management of Complexity* (Jossey-Bass, 1994)

Week 14 (April 18): Crisis Negotiations: Threats and Promises

Cases:

- The Moscow Theater Hostage Crisis (2002)
- Negotiating with the Washington Beltway Sniper (2002)
- The Japanese Embassy in Peru Hostage Crisis (1996)

Read:

- Zartman, I. W., "Negotiating with Terrorists," *International Negotiation* vol. 8, no. 3 (2003)
- Duyvesteyn, Isabelle and Bart Schuurman "The Paradoxes of Negotiating with Terrorist and Insurgent Organisations," *Journal of Imperial & Commonwealth History*. Nov2011, Vol. 39 Issue 4, p677-692
- Hayes, R. E., Kaminski, S. R., Beres, S. M., "Negotiating the Non-Negotiable: Dealing with Absolutist Terrorists," *International Negotiation* vol. 8, no. 3 (2003): 451-467
- Holsti, O. "Theories of Crisis Decision Making," Chapter 5 in Paul Gordon Lauren, ed., *Diplomacy: New Approaches in History, Theory, and Policy*, (The Free Press, 1979)

Week 15 (April 25): Unpacking the roles of Culture and Ethics in International Negotiation

Read:

- LeBaron, Michelle, "Culture-Based Negotiation Styles" *Beyond Intractability*, July 2003.
- Bülow, Anne Marie and Rajesh Kumar, "Culture and Negotiation," *International Negotiation* 16 (2011) 349–359
- Young, Mark, "Sharks, Saints, and Samurai: The Power of Ethics in Negotiations." *Negotiation Journal*. Apr2008, Vol. 24 Issue 2, p145-155. 11p.
- Rivers, Cheryl and Anne Louise Lytle, "Lying, Cheating Foreigners!! Negotiation Ethics across Cultures." *International Negotiation*. 2007, Vol. 12 Issue 1, p1-28. 28p.
- ❖ May 9, 2017: Final papers due via email: nuamah@american.edu