

Negotiating in the International Arena

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Office hours

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Class: Monday, 7:20-10, 121 Founders Hall, Arlington

Course Description

Two goals of this seminar are: a. to learn about the knowledge accumulated through research on negotiation in the international context, and b. to learn about the challenges facing international negotiators. These goals are accomplished by exposure to the published literature, participation in twelve interactive exercises, and reporting on current events involving negotiation. Students will read about the frameworks and perspectives that have guided the scholarly work on negotiation, analyze complex cases of actual negotiations in the areas of security (e.g., Biological Weapons Convention), trade (e.g., NAFTA), and the environment (e.g., the Montreal Protocol), and negotiate key security and environmental issues on the agendas of nations and international organizations. Among the topics highlighted are culture and negotiation, emotions in negotiation, the role of identity in negotiation, constraints on negotiating flexibility, turning points that occur during the negotiating process, tacit bargaining, and third parties. A seminar atmosphere will be created by encouraging lively discussions of these topics and critiques of the readings. Students will also have an opportunity to use tools designed to support decision-making in negotiation. The assignments are intended to help develop and refine analytical and strategic negotiating skills. They consist of performing case analyses and developing negotiating strategies as well as attempts to link theories of international negotiation to its practice. Each class begins with an analysis of a current negotiation reported in the media.

Core Readings

Book

Urlacher, B.L. (2015). *International Relations as Negotiation*. Boulder CO: Paradigm Publishers.

Articles and Chapters

- Druckman, D. (2008) Negotiation. In N. Young (ed.) *International Encyclopedia of Peace*. New York: Oxford University Press. (e mail attachment)
- Druckman, D. (2007) "Negotiating in the International Context." In I.W. Zartman (ed.) *Peacemaking in International Conflict, 2nd Edition*. Washington, D.C.: U.S. Institute of Peace. Press. (e mail attachment)
- Hopmann, P.T. (1995). "Two paradigms of negotiation: Bargaining and problem solving." *Annals of the American Academy of Political and Social Science*, 542, 24-47. (JSTOR)
- Carnevale, P.J. and K. Leung (2002). "Cultural dimensions of negotiation." In M.A. Hogg and R.S. Tindale (eds.) *Blackwell Handbook of Social Psychology, Vol. 3: Group Processes*. Oxford, UK: Blackwell Publishers.(copy supplied)
- M. Olekalns and Druckman, D. (2014) "With feeling: How emotions shape negotiation." *Negotiation Journal* 30 (4): 455-478.
- Druckman, D. (2006). "Group attachments in negotiation and collective action." *International Negotiation* 11, 229-252.(e mail attachment)
- Pruitt (2001). "Negotiation theory and the development of identity." *International Negotiation*, 6, 269-279. (copy supplied)
- Druckman, D. (2001). "Negotiation and identity: Implications for negotiation theory." *International Negotiation* 6, 281-291.(e mail attachment)
- Druckman, D. and C. Mitchell (1995). "Flexibility in International Negotiation and Mediation" *Annals of the American Academy of Political and Social Science*, 542, 10-23. (JSTOR)
[This article summarizes a special issue of the Annals. Note also each of the other articles in the issue.]
- Druckman, D. (2004). "Departures in negotiation: Extensions and new directions." *Negotiation Journal* 20, 185-204. (copy supplied)
- Schelling, T.C. (1957). "Bargaining, communication, and limited war." *Journal of Conflict Resolution*, 1, 19-36.(JSTOR)
- Pruitt, D.G. and S.A. Lewis (1975) "Development of integrative solutions in bilateral negotiations." *Journal of Personality and Social Psychology*, 31, 621-633. (copy supplied)
- Druckman, D. (2011). Negotiation and mediation. In J.N. Druckman, D.P. Green, J.H. Kuklinski, and A. Lupia *Handbook of Experimental Political Science*. Cambridge, UK: Cambridge University Press.

Young, O. (1972). "Intermediaries: Additional thoughts on third parties." *Journal of Conflict Resolution*, 16, 51-65. (JSTOR)

Fisher, R.J. (1983). "Third-party consultation as a method of intergroup conflict resolution." *Journal of Conflict Resolution*, 27, 301-334. (JSTOR)

Druckman, D., R. Mitterhofer, M. Filzmoser, and S.T. Koezegi (2014). Resolving impasses in e-negotiation: Does e-mediation work? *Group Decision and Negotiation* 23: 193-210.

Druckman, D. (2010). Frameworks, cases, and experiments: Bridging theory with practice. *International Negotiation* 15 (2): 163-186.

Narratives for Negotiation Training (2007).(e mail attachment)

Cases*

Security

Ward, K.D. (2004) "The BWC protocol: Mandate for failure." *The Nonproliferation Review*, summer.

Tucker, J. B. (2004) "The BWC new process: A preliminary assessment." *The Nonproliferation Review*, Spring.

McDonald, J.W. and D.B. Bendahmane (eds.) (1990) *US Bases Overseas*. Boulder, CO: Westview Press. Part I. Spanish Base Negotiations. 7-64.

Bokhari, I.H. and T.P. Thornton (1988) *The 1972 Simla Agreement: An Asymmetrical Negotiation*. Case number 420-88-, *Pew Case Studies in International Affairs* (February, 1999 Compendium).

Territorial

Princen, T. (1988) *Beagle Channel Negotiations*. Case number 401-95-R, *Pew Case Studies in International Affairs* (February, 1999 Compendium).

Trade

Cameron, M.A. and B.W. Tomlin (2000). *The Making of NAFTA*. Ithaca, NY: Cornell University Press.

Odell, J. and D. Lang (1988). *Korean Joggers*. Case number 129-92-R, *Pew Case Studies in International Affairs* (February, 1999 Compendium).

Political

Habeeb, W. M. and I.W. Zartman (1989) The Panama Canal Negotiations. Case number 407-94-R, Pew Case Studies in International Affairs (February, 1999 Compendium).

Environmental

Goodman, A.E. (1992) The Negotiations Leading to the 1987 Montreal Protocol on Substances that Deplete the Ozone Layer. Case number 447-92-R, Pew Case Studies in International Affairs (February, 1999 Compendium)

* These are examples of documented cases in each of the issue areas. Other cases that you may be more familiar with can be substituted for your analyses.

<u>Class</u>	<u>Topic</u>	<u>Readings</u>
August 31	Getting organized, overview of the topic and field	Relax!
September 7	NO CLASS (Labor Day)	
September 14	In the news.* Frameworks and metaphors Exercise 1: Conceptualizing negotiating experience	Druckman, 2008; Hopmann, 1995; Urlacher, 2015, chapters 1-3
September 21	Game and decision theory, bargaining games, organizations, systems Exercise 2 & 3: PDG and board game	Druckman, 2007
September 28	Key concepts: culture, emotions relationship, experience Exercise 4 & 5: Single issue bargaining and decoding/encoding emotions	Carnevale and Leung, 2002, Druckman and Olekalns, 2014 Relevant narratives
October 5	Key concepts: identity and flexibility, alternatives, time pressure, power Exercise 6: Electronic design and role play	Pruitt, 2001, Druckman, 2001, Druckman, 2006, Druckman and Mitchell, 1995 Relevant narratives

October 12	Key concepts: turning points, tacit bargaining, tactics	Druckman, 2001, Schelling. 1957, Relevant narratives
October 19	Key concepts: integrative bargaining, gender, mediation	Pruitt and Lewis, 1975, Young, 1972, Druckman, 2011 Relevant narratives
October 26	Counter-intuitive findings, prescriptions, framework Exercise 7: analyzing cases I, de-briefing	Narratives; security or territorial case
November 2	Exercise 8: Analyzing cases II, de-briefing	Narratives; trade, political or environmental case
November 9	Exercise 9: Strategizing about cases, de-briefing	Narratives, case
November 16	Exercise 10: Multilateral role play simulation, de-briefing	Background materials
November 23	Interactive conflict resolution Exercise 11: Balancing multiple constituencies Exercise 12: e mediation	Fisher, 1983 Druckman et al., 2014
November 30	Bridging theory and practice	Urlacher, chapt9 Druckman, 2019
December 7	Lessons learned review, celebration	Relax again!

** An analysis of a current negotiation in the news will be done at the start of class each week*

<i>Assignments</i>	<i>Due date</i>	<i>Percent of Grade</i>
Applying the narratives, scenarios/ short essays	November 2	30%
Case analysis/strategy based on the narratives	November 16	30% (12 pages max)

Comparative case analysis

December 9

40% (15 pages max)