

**DHP D220 Syllabus**

**The Processes of International Negotiation  
Summer 2013**

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Tufts University  
Medford, MA 02155

Classroom: \_\_\_\_\_

Meeting Time: M, T, W, TH, 6-9pm, Monday, June 3<sup>rd</sup> – Thursday, June 20<sup>th</sup>.

This course explores the processes and dynamics of international negotiation:

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|-----|---------|--|
| 1.  | June 3  | Situating Negotiation                                |
| 2.  | June 4  | The Distributive Framework                           |
| 3.  | June 5  | The Integrative Framework                            |
| 4.  | June 6  | Stakeholder Analysis and Structure                   |
| 5.  | June 10 | Preparation and Strategy                             |
| 6.  | June 11 | Power  |
| 7.  | June 12 | Fragmentation in International Negotiation           |
| 8.  | June 13 | Psychological Processes in Negotiation               |
| 9.  | June 17 | Culture  |
| 10. | June 18 | Multilateral Negotiation                             |
| 11. | June 19 | Third Parties in Negotiation                         |
| 12. | June 20 | Internal Conflicts, Non-state Actors and Negotiation |

# Requirements

## (1) Written Analysis (75%)

### *Analytic advice memorandum*

Students will examine a current, unresolved conflict and how negotiation theory may be applied strategically by one of the parties in the conflict. A brief description of the conflict you have chosen is due on **June 6, 2013**

Part 1 of the Memorandum consists of a short paper; an overview of the conflict you have chosen. A handout is available on Trunk (<https://trunk.tufts.edu/xsl-portal>) that gives guidelines for the conflict overview, including identifying relevant parties, their positions and interests, BATNAs, etc. Its purpose is to provide an analytic foundation for understanding the conflict from a neutral perspective. Part One of the Memorandum is due on **June 20, 2013** and may not exceed 1500 words in length.

Part 2 of your Memorandum is also brief. This part is directed at a specific decision-maker who is a party (or potential party) to a negotiation. The first section (A) of this paper is to provide new insight to the decision-maker about how and why the processes of negotiation currently utilized are delivering sub-optimal results from that party's perspective, drawing on relevant negotiation literature and theory as appropriate. The second section (B) is your prescriptive strategy briefing for the same party to the conflict: in light of the data and new insight arising from parts 1 and 2(A) of the Memorandum, how might that party more productively proceed with negotiations? Part 2 is due on **July 3, 2013**. It may not exceed 2000 words in length.

## (2) Participation (25%)

As a seminar course, it is necessary that participants not only do all of the assigned readings, but also come to section meetings fully prepared for a lively exchange of ideas and to participate actively in discussion and exercises. A portion of many classes will be devoted to a negotiation exercise or simulation whose purpose is to give students an opportunity to apply theory to practice and develop basic negotiation skills. Students are required to participate in all such exercises and simulations.

Simulations are generally not available in electronic format. **If you miss a class where simulation materials are to be handed out for preparation, you must contact the instructor to receive materials.** You will otherwise be unprepared for the class following the one you missed.

# Required Readings

Fisher, R., Ury, W.L., & Patton, B. *Getting to Yes: Negotiating Agreement Without Giving In*, 2nd Edition. New York: Penguin Books, 1991. Reserve: [BF637.N4 F57 1992](#)

Lax, David A. and James K. Sebenius (2006) *3D Negotiation: Powerful Tools to Change the Game in Your Most Important Deals*. Boston: Harvard Business School Press.  
Reserve: [HD58.6.L388 2006](#)

These books are available in the Ginn Library and at the Tufts University Bookstore.

In addition, all students are to read before each class session the assigned materials on the attached reading list. Copies of all books are on reserve in Ginn Library. **Copies of all readings (except for required books) are available on Tufts University Trunk** <https://trunk.tufts.edu/xsl-portal>.

## Class Sessions

### June 3, 2013 Situating Negotiation

Luttwak, E.N. "Give War a Chance." *Foreign Affairs*, Vol. 78, No. 4, July/August 1999 pp. 36-44.

Salem, P.E. "A Critique of Western Conflict Resolution from a Non-Western Perspective." *Negotiation Journal*, 1993, 9, pp. 361-369.

Babbitt, Eileen F. "The Evolution of International Conflict Resolution: From Cold War to Peacebuilding." *Negotiation Journal* 25, no. 4 (October 2009): 539-49.

Menkel-Meadow, Carrie. "Chronicling the Complexification of Negotiation Theory and Practice." *Negotiation Journal* 25, no. 4 (October 2009): 415-29.

Simulation: *PetroDiplomacy*

### June 4, 2013 Distributive Framework

Hopmann, P.T., "Two Paradigms of Negotiation: Bargaining and Problem Solving," 542 *The Annals of the American Academy of Political and Social Science* 24-47 (November 1995).

Schelling, T.C. *The Strategy of Conflict*. Cambridge: Harvard University Press, 1960. Chapter 2 ("An Essay on Bargaining").

Simulation: *iNegotiate*

### **June 5, 2013 Integrative Framework**

Fisher, R., Ury, W.L., & Patton, B.M. *Getting to YES: Negotiating Agreement Without Giving In*, second edition. New York: Penguin Books, 1991. (at least 1-94)

Lewicki, R. J. & Wiethoff, C. (2000). Trust, trust development, and trust repair. In M. Deutsch & P. T. Coleman (Eds.), *The handbook of conflict resolution: Theory and practice*. San Francisco, Jossey-Bass: pp. 86-107

Lax, D.A. and J.K. Sebenius (2006) *3-D Negotiation: Powerful Tools to Change the Game in your Most Important Deals*. Boston, MA: Harvard Business School Press. Chapters 1, 5, 6 and 8

Simulation: Dos Santos

### **June 6, 2013 Stakeholder Analysis and Structure**

Raiffa, H., John Richardson and David Metcalfe. *Negotiation Analysis*. Cambridge, MA: Harvard University Press, 2004. Ch. 5

Wanis-St. John, A. and Christophe Dupont. ““Structural Dimensions of Negotiations That Do Not End in Agreement,” in G. Olivier Faure ed., *Unfinished Business: Saving International Negotiations From Failure*. University of Georgia Press, 2012.

Zartman, I. William. “Timing and Ripeness.” In *The Negotiator's Fieldbook*, by Andrea Kupfer Schneider and Christopher Honeyman, 143-152. Washington, DC: American Bar Association, Section of Dispute Resolution, 2006.

Putnam, Robert D. "Diplomacy and domestic politics: the logic of two-level games." *International Organization* 42, no. 3 (June 1988): 427-60.

Stedman, Stephen John. "Spoiler Problems in Peace Processes." *International Security* 22, no. 2 (Autumn 1997): 5-53.

Case: Aceh Negotiation

### **June 10, 2013 Preparation and Strategy**

Stein, J. 1989. "Getting to the Table: The Triggers, Stages, Functions and Consequences of

Prenegotiation." In Stein, J. Ed. *Getting to the Table: The Processes of International Prenegotiation*. Baltimore: Johns Hopkins University Press. 239-268.

Evans, P. "Building an Integrative Approach to International and Domestic Politics." In Evans, P., Jacobson, H. and Putnam, R. *Double-Edged Diplomacy: International Bargaining and Domestic Politics*. Berkeley and Los Angeles: University of California Press, 1993. pp. 397-430.

Lax, David A., and James K. Sebenius. *3-D negotiation: powerful tools to change the game in your most important deals*. Boston, Mass.: Harvard Business School Press, 2006. Chapter 7 ("Get the Sequence and Basic Process Choices Right"), 12 ("Shape Perceptions to Claim Value"), 13 ("Solve Joint Problems to Create and Claim Value").

Simulation: *Pulchra-Veritas*

### **June 11, 2013**                      **Power**

Zartman, I. W. and J. Z. Rubin. *Power and Negotiation*. University of Michigan, 2000. Chs. 1, 12

Fisher, R. "Negotiating Power: Getting and Using Influence," in J.W. Breslin & J.Z. Rubin (Eds.), *Negotiation Theory and Practice*. Cambridge: PON Books, 1991. pp. 127-140

Nye, Joseph S. "Soft Power." *Foreign Policy*, no. 80 (Autumn 1990): 153-71.

Rouhana, N.N. and Korper, S.H. "Dealing with the Dilemmas Posed by Power Asymmetry in Intergroup Conflict," *Negotiation Journal*, Vol. 12, No. 4, 1996, pp. 353-366.

Exercise: Melian Dialogue

### **June 12, 2013**                      **Fragmentation in International Negotiation**

Wanis-St. John, A. "Back Channel Negotiation: International Bargaining in the Shadows" *Negotiation Journal* vol. 22, no. 2 (2006): 119-144

Mahieu, S. "When Should Mediators Interrupt a Civil War? The Best Timing for a Ceasefire," *International Negotiation* vol. 12 (2007): 207-228

Salacuse, J. W. "Chapter 4 -The Myth of the Monolith: How Government Organization Affects Negotiations," *Seven Secrets for Negotiating With Government* (2008) 72-100.

Babbitt, E.F., "Challenges for International Diplomatic Agents," in Mnookin & Susskind, (eds.) *Negotiating on Behalf of Others* pp. 135-150 (1999)

### **June 13, 2013                      Psychological Processes in Negotiation**

Kelman, H., "Social Psychological Dimensions of International Conflict," in Zartman and Rasmussen, eds., *Peacemaking in International Conflict* (USIP, 2007)

Rose McDermott, "Prospect Theory and Negotiation," in Rudolf Avenhaus and Gunnar Sjostedt, *Negotiated Risks: International Talks on Hazardous Issues* (Springer, 2009)

Jonsson, C. "Psychological Causes of International Negotiation Failure," in G. Olivier Faure ed., *Unfinished Business: Saving International Negotiations From Failure*. University of Georgia Press, 2012

Ross, Lee. "Reactive Devaluation in Negotiation and Conflict Resolution." In *Barriers to conflict resolution*, edited by Kenneth Arrow, Robert H. Mnookin, Lee Ross, Amos Tversky, and Robert Wilson, 26-43. New York: W.W. Norton, 1995.

### **June 17, 2013 Culture**

Kevin Avruch, "Culture as Context, Culture as Communication: Considerations for Humanitarian Negotiators," *Harvard Negotiation Law Review* vol. 9 (2004): 391-407

Cohen, R. *Negotiating Across Cultures*. 2nd Edition. Washington, D.C.: U.S. Institute of Peace, 1997. 9-43; 215-226.

Salacuse, J.W. *The Global Negotiator: Making, Managing, and Mending Deals Around the World in Twenty-first Century*. New York: Palgrave Macmillan, 2003. Chapter 7 (pp. 89-115).

Tressler, D. "The Soldier and the Sheikh: Lessons of Negotiating in Iraq," *Harvard Negotiation Law Review* vol. 13 (2008)

Simulation: Niger Delta kidnapping or Ecotonos

### **June 18, 2013 Multilateral Negotiation**

Lax, David A., and James K. Sebenius. "Thinking Coalitionally: Party Arithmetic, Process Opportunism, and Strategic Sequencing." In *Negotiation Analysis*, by H. Peyton Young, 153-94. Ann Arbor: University of Michigan press, 1991.

Susskind, L. and Cruikshank, J. *Breaking Robert's Rules: The New Way to Run Your Meeting, Build Consensus, and Get Results*. New York: Oxford University Press, 2006. pp. 18-39.

Kramer, R. "The More the Merrier? Social Psychological Aspects of Multiparty Negotiations in Organizations." In Bazerman, M., Lewicki, R. and Sheppard, B. (eds). *Research on Negotiation in Organizations*, Vol. 3. Greenwich, CT: JAI, 1991. pp. 307-332.

Rosegrant, S. and Watkins, M. "The Gulf Crisis: Building a Coalition for War." Cambridge: JFK School of Government Case Program, 1994.

Simulation: Role Preparation and Strategy Memos, Initial Negotiation-opening positions), Lake Salvation

### **June 19, 2013**      **Third Party Roles in Negotiation**

Bercovitch, J. "Mediation in International Conflict: An Overview of Theory, A Review of Practice," in Zartman, I.W. and Rasmussen, J.L. *Peacemaking in International Conflict*. Washington D.C.: U.S. Institute of Peace, 1997. pp. 125-153. **JX 4473. P42/ 1997**

Curran, Daniel F. "'To Hell with the Future, Let's Get on With the Past.' George Mitchell in Northern Ireland," HBS Case No. N9-393 (2001).

Watkins, Michael. "Getting to Dayton: Negotiating an End to the War in Bosnia," HBS Case No. 1-800-134 (1999). **FOLDER (DIP 3792, 3793)**

Simulation, Pt. II, continuation and conclusion of Lake Salvation

### **June 20, 2013**      **Internal Conflicts and Non-State Actors and Negotiation**

Zartman, I. W. ed. *Elusive Peace: Negotiating an End to Civil Wars*. Brookings, 1995. Chs. 1, 13

Zartman, I. W., "Negotiating with Terrorists," *International Negotiation* vol. 8, no. 3 (2003): 443-450

Dolnik, A. and Keith M. Fitzgerald, *Negotiating Hostage Crises With the New Terrorists* (Praeger Security International, 2008), Ch. 1 "New Terrorism and the Dynamics of Barricade Hostage Crises," and Ch. 6 "Negotiating With the New Terrorists"

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

Kissinger, H.A. "The Viet Nam Negotiations," *Foreign Affairs*, Vol. 47, No. 2 (Jan., 1969): 211-234

Stedman, Stephen John, Donald Rothchild and Elizabeth M. Cousens. *Ending Civil Wars: The Implementation of Peace Agreements*. Boulder, CO: Lynne Rienner Publishers, Inc., 2002 (pp. 1-40).

## ADDITIONAL (OPTIONAL) READINGS:

### SITUATING NEGOTIATION:

Collier, P. "Economic Causes of Civil Conflict and their Implications for Policy," in C. Crocker, F. Hampson & P. Aall, *Managing Global Chaos* (Washington, D.C.: USIP Press, 1996).

Gurr, T.R. "Containing Warfare in the Twenty-First Century," in Malone and Hampson, *From Reaction to Conflict Prevention: Opportunities for the UN System*. Boulder: Lynne Rienner Publishers, 2002.

Haas, R. "N., *Conflicts Unending: The United States and Regional Disputes*. New Haven: Yale University Press, 1991. pp. 1-29, 138-150.

Aron, R. "Conflict and War from the Viewpoint of Historical Sociology," in Hoffman (Ed.), *Contemporary Theory in International Relations*. Englewood Cliffs, NJ: Prentice Hall, 1960. pp. 191-208.

DeCallières, F. *On the Manner of Negotiating with Princes*. Notre Dame, IN: University of Notre Dame Press, 1963.

Deutsch, K. *The Analysis of International Relations*, 2nd edition. Englewood Cliffs, NJ: Prentice Hall, 1978. Chapter 11 (How Conflicts Arise Among States). pp. 132-164.

Himes, J. *Conflict and Conflict Management*. Athens, GA: University of Georgia Press, 1980. pp. 3-119.

Huntington, S.P. "The Clash of Civilizations?" *Foreign Affairs*, 1993 (Summer), pp. 22-49.

Ury, W.L., & Smoke, R. "Anatomy of a Crisis," in J.W. Breslin & J.Z. Rubin (Eds.), *Negotiation Theory and Practice*. Cambridge: PON Books, 1991. pp. 47-54.

Beriker, Nimet. "Conflict resolution: the missing link between liberal international relations theory and realistic practice." In *Handbook of conflict analysis and resolution*, by Dennis J.D. Sandole, Sean Byrne, Ingrid Sandole-Staroste, and Jessica Senehi, 256-71. London: Routledge, 2009.

Hartzell, Caroline A. "Explaining the Stability of Negotiated Settlements to Intrastate Wars." *The Journal of Conflict Resolution* 43, no. 1 (February 1999): 3-22.

Kriesberg, Louis. "Contemporary Conflict Resolution Applications." In *Leashing the dogs of war: conflict management in a divided world*, edited by Chester A. Crocker, Fen Osler Hampson, and Pamela R. Aall, 455-76. Washington, D.C.: United States Institute of Peace Press, 2007.

Kriesberg, Louis. "The Conflict Resolution Field: Origins, Growth and Differentiation." In *Peacemaking in international conflict: methods & techniques*, by I. William Zartman, 25-60. Washington, D.C.: United States Institute of Peace, 2007.

Ury, William, Jeanne M. Brett, and Stephen B. Goldberg. "Three Approaches to Resolving Disputes: Interests, Rights and Power." In *Getting disputes resolved: designing systems to cut the costs of conflict*, 3-19. San Francisco: Jossey-Bass, 1988.

Zartman, I. William. "Conclusion: The Use of Methods and Techniques in a Conflict's Lifespan." In *Peacemaking in international conflict: methods & techniques*, by I. William Zartman, 465-78. Washington, D.C.: United States Institute of Peace, 2007.

Zartman, I. William. "The Structuralists' Paradox in negotiation." In *Negotiation and conflict management: essays on theory and practice*, 100-16. London: Routledge, 2008.



## DISTRIBUTIVE/INTEGRATIVE FRAMEWORK

- Dixit, Avinash K., and Susan Skeath. "Bargaining." In *Games of strategy*. New York: W.W. Norton, 2004. pp. 566-95
- Fisher, R., Kopelman, E. and Schneider, A.K. (1994) *Beyond Machiavelli: Tools for Coping with Conflict*. Cambridge, MA: Harvard University Press (B. Ganson, ed.). 73-82.
- Hoppman, P. T. *The Negotiation Process and the Resolution of International Conflicts*. Columbia, SC: University of South Carolina Press, 1996. Chapters 4 (on game theory), 5 (on traditional models of bargaining) and 6 (on problem-solving models of negotiation).
- Pruitt, D.G., "Flexibility in Conflict Episodes," 542 *The Annals of the American Academy of Political and Social Science* pp. 100-115 (November 1995).
- Rubin, J.Z. "Some Wise and Mistaken Assumptions about Conflict and Negotiation" in J.W. Breslin & J.Z. Rubin (Eds.), *Negotiation Theory and Practice*. Cambridge: PON Books, 1991. pp. 3-12.
- Schneider, A. "Shattering Negotiation Myths: Empirical Evidence on the Effectiveness of Negotiation Style," 7 *Harvard Negotiation Law Review* 164 (Spring 2002)
- Tinsley, Catherine H., Kathleen M. O'Connor, and Brandon A. Sullivan. "Tough guys finish last: the perils of a distributive reputation." *Organizational Behavior and Human Decision Processes* 88, no. 2 (July 2002): 621-42.
- Wetlaufer, G.B. "The Limits of Integrative Bargaining," *The Georgetown Law Review*, Vol. 85, 1996. pp 369-394.

## PREPARATION AND STRATEGY

- Axelrod, Robert M. *The evolution of cooperation*. New York: Basic Books, 2006. pp. 109-44 (Part IV: Advice for Participants and Reformers).
- Blum, Gabriella and Robert Mnookin. "When *Not* to Negotiate." In *The Negotiator's Fieldbook*, by Andrea Kupfer Schneider and Christopher Honeyman, 101-112. Washington, DC: American Bar Association, Section of Dispute Resolution, 2006.
- Enia, Jason S. "Sequencing Negotiating Partners: Implications for the Two-Level Game?" *Negotiation Journal* 25, no. 3 (July 2009): 357-83 Raiffa, H. *The Art and Science of Negotiation*. Cambridge: Harvard University Press, 1982. Chapter 1 (Some Organizing Questions). pp 11-19.
- Fisher, Roger, and Danny Ertel. *Getting Ready to Negotiate: the Getting To Yes Workbook*. New York: Penguin Books, 1995. 19-106
- Lewicki, R.J., & Litterer, J.A. *Negotiation*. Homewood, IL: Irwin, 1985. Chapter 3 (Planning and Preparation). pp. 45-73.
- McClintock, Elizabeth A., and T rence Nahimana. "Managing the Tension between Inclusionary and Exclusionary Processes: Building Peace in Burundi." *International Negotiation* 13, no. 1 (2008): 73-91.
- Susskind, L. and J. Martinez. "Parallel Informal Negotiation: An Alternative to Second Track Diplomacy." *International Negotiation* 5, no. 3 (2000): 569-86.
- Wanis-St. John, Anthony and Darren Kew. "Peace Processes, Secret Negotiations and Civil Society: Dynamics of Inclusion and Exclusion." *International Negotiation* 13, no. 1 (2008): 1-9.
- Zartman, I. William. "Process and Stages." In *The Negotiator's Fieldbook*, by Andrea Kupfer Schneider and Christopher Honeyman, 95-98. Washington, DC: American Bar Association, Section of Dispute Resolution, 2006.

## POWER

McCarthy, W. "The Role of Power and Principle in *Getting to YES*," in J.W. Breslin & J.Z. Rubin (Eds.), *Negotiation Theory and Practice*. Cambridge: PON Books, 1991. pp. 115-122.

Salacuse, J. W., *The Global Negotiator: Making, Managing, and Mending Deals Around the World in Twenty-first Century*. New York: Palgrave Macmillan, 2003. Chapters 14.

## **AGENTS**

Rubin, J.Z., & Sander, F.E.A. "When Should We Use Agents? Direct V. Representative Negotiation," in J.W. Breslin & J.Z. Rubin (Eds.) *Negotiation Theory and Practice*. Cambridge: PON Books, 1991. pp. 81-88.

Bazerman, Max H., Margaret A. Neale, Kathleen L. Valley, Edward J. Zajac, and Yong Min Kim. "The effect of agents and mediators on negotiation outcomes." *Organizational Behavior and Human Decision Processes* 53, no. 1 (October 1992): 55-73.

Lax, David A., and James K. Sebenius. "Negotiating through an Agent." *Journal of Conflict Resolution* 35, no. 3 (September 1991): 474-93.

Mo, Jongryn. "Domestic institutions and international bargaining: The role of agent veto in two-level games." *American Political Science Review* 89, no. 4 (December 1995): 914-24.

Valley, Kathleen L., Sally Blount White, Margaret A. Neale, and Max H. Bazerman. "Agents as information brokers: The effects of information disclosure on negotiated outcomes." *Organizational Behavior and Human Decision Processes* 51, no. 2 (March 1992): 220-36.

## **PSYCHOLOGICAL PROCESSES**

Bazerman, Max H., and Margaret A. Neale. "Fairness, Emotion, and Rationality in Negotiation." In *Negotiating rationally*, 116-25. New York: Free Press, 1993.

Neale, Margaret A., and Max H. Bazerman. "The Effects of Framing and Negotiator Overconfidence on Bargaining Behaviors and Outcomes." *The Academy of Management Journal* 28, no. 1 (March 1985): 34-49.

Tversky, Amos, and Daniel Kahneman. "Judgment under Uncertainty: Heuristics and Biases." In *Judgment and decision making: an interdisciplinary reader*, by Terry Connolly, Hal R. Arkes, and Kenneth R. Hammond, 35-52. Cambridge, U.K.: Cambridge University Press, 2000.

## **CULTURE**

Charles Hampden-Turner and Alfons Trompenaars, *The Seven Cultures of Capitalism*. New York: Doubleday, 1993. pp. 1-102.

Donnellon, A, Reed, J., and Richardson, N. "In The Shadow of the City." Harvard Business School Teaching Case. Boston, MA: President and Fellows of Harvard College. 1990.

Bell, D. "Political Linguistics: a Cross Cultural Perspective." *Negotiation Journal*, July 1988, 233-246.

Binnendijk, H. *National Negotiating Styles*. Washington, DC: Foreign Service Institute, U.S. Department of State, 1987. (entire book)

Cicourel A., "Text and Context: Cognitive, Linguistic, and Organizational Dimensions in International Negotiations." *Negotiation Journal*, July 1988, 257-266.

Faure, G.O. "Negotiating in the Orient: Encounters in the Peshawar Bazaar, Pakistan." *Negotiation Journal*, 1991, 7, pp. 279-290.

Fisher, G. *International Negotiation: a Cross-Cultural Perspective*. Chicago: Intercultural Press, 1980. (entire book)

Graham, J.L. "The Japanese Negotiation Style: Characteristics of a Distinct Approach." *Negotiation Journal*, 1993, 9, pp. 123-140.

Janosik, R.J. "Rethinking the Culture-Negotiation Link," in J.W. Breslin & J.Z. Rubin (Eds.), *Negotiation Theory and Practice*. Cambridge: PON Books, 1991. pp. 235-246.

Weiss, S.E. "Negotiating with 'Romans' - Parts 1 and 2." *Sloan Management Review*, Vol. 35, No. 1 and 2, 1994. 51-61; 85-99.

Brett, Jeanne M., and Tetsushi Okumura. "Inter-and intracultural negotiation: US and Japanese negotiators." *The Academy of Management Journal* 41, no. 5 (October 1998): 495-510.

Brett, Jeanne M. "Culture and Negotiation." *International Journal of Psychology* 35, no. 2 (April 2000): 97-104.

Brett, Jeanne M., Wendi Adair, Alain Lempereur, Tetsushi Okumura, Peter Shikhirev, Catherine Tinsley, and Anne Lytle. "Culture and Joint Gains in Negotiation." *Negotiation Journal* 14, no. 1 (January 1998): 61-86.

## COALITIONS

Dupont, Christophe. "Negotiation as Coalition Building." *International Negotiation*. Vol. 1, 1996. pp. 47-64.

Dupont, Christophe. "History and Coalitions: The Vienna Congress (1814–1815)." *International Negotiation* 8, no. 1 (2003): 169-78.

Raiffa, H. *The Art and Science of Negotiation*. Cambridge: Harvard University Press, 1982. Chapter 17 (Coalition Analysis). pp. 257-287.

Rosegrant, Susan and Michael Watkins. "The Gulf Crisis: Building a Coalition for War." Cambridge: J.F. Kennedy School of Government Case Program, 1994.

Touval, S. "Multilateral Negotiation: an Analytic Approach," in J.W. Breslin & J.Z. Rubin (Eds.), *Negotiation Theory and Practice*. Cambridge: PON Books, 1991. pp. 351-365.

DeMuestral, A., & Legault, L. "Multilateral Negotiation: Canada and the Law of the Sea Conference," *International Journal*, 1979, pp. 35, 47-69.

Henrikson, A. "The Global Foundations for a Diplomacy of Consensus. In A. Henrikson (Ed.), *Negotiating World Order: the Artisanry and Architecture of Global Diplomacy*. Wilmington, DE: Scholarly Resources, Inc., 1986. pp. 217-244.

Koh, T. "Negotiating a New World Order for the Sea," in A. Henrikson (Ed.), *Negotiating World Order: The Artisanry and Architecture of Global Diplomacy*. Wilmington, DE: Scholarly Resources, Inc., 1986, pp. 33-45.

Lang, W. "Multilateral Negotiations: the Role of Presiding Officers," in F. Mautner-Markhof (Ed.), *Processes of International Negotiations*. Boulder, CO: Westview Press, 1989. pp. 23-42.

Patterson, G. "The GATT and the Negotiation of International Rules," in A. Henrikson (Ed.), *Negotiating World Order: the Artisanry and Architecture of Global Diplomacy*. Wilmington, DE: Scholarly Resources, Inc., 1986. pp. 181-197. Scholarly Resources, Inc., 1986. pp. 33-45.

Sebenius, James K., "Dealing with Blocking Coalitions and Related Barriers to Agreement: Lessons from Negotiations on the Oceans, the Ozone, and the Climate" in Arrow et. al. *Barriers to Conflict Resolution*, pp. 151-182 (1995).

Crump, Larry, and A. Ian Glendon. "Towards a Paradigm of Multiparty Negotiation." *International Negotiation* 8, no. 2 (2003): 197-234.

Odell, John S. "Breaking Deadlocks in International Institutional Negotiations: The WTO, Seattle, and Doha." *International Studies Quarterly* 53, no. 2 (2009): 273-99.

## **CONSENSUS BUILDING**

Antrim, L., & Sebenius, J. "Formal Individual Mediation and the Negotiators' Dilemma: Tommy Koh at the Law of the Sea Conference," in J. Bercovitch & J.Z. Rubin (Eds.). *Mediation in International Relations*. New York: St. Martin's Press, 1992. pp. 97-130.

Buzan, Barry. "Negotiating by Consensus: Developments in Technique at the United Nations Conference on the Law of the Sea." *The American Journal of International Law* 75, no. 2 (April 1981): 324-48 (Possibly – optional)

Odell, John S. "Chairing a WTO Negotiation." *Journal of International Economic Law* 8, no. 2 (2005): 425-48 (Possibly-optional)

Susskind, Lawrence, and Jeffrey Cruikshank. "Unassisted Negotiation." In *Breaking the impasse: consensual approaches to resolving public disputes*, 80-135. [New York]: Basic Books, 2001.

Kaner, S. et al. *The Facilitator's Guide to Participatory Decision-Making* (San Francisco: Jossey-Bass, 2007).

## **ENDGAME**

Susskind, L. and Cruikshank, J. *Breaking the Impasse: Consensual Approaches to Resolving Public Disputes*. New York: Basic Books, 1987. 16-34.

Susskind, L., & Cruikshank, J. *Breaking the Impasse: Consensual Approaches to Resolving Public Disputes*. New York: Basic Books, 1987. Chapter 6 (Taking Action). pp. 186-236.

Koremenos, Barbara. "Contracting around International Uncertainty." *The American Political Science Review* 99, no. 4 (November 2005): 549-65.

Salacuse, Jeswald W. "Renegotiating International Project Agreements." *Fordham International Law Journal* 24 (2000): 1319-370.

Raiffa, H. "Post-Settlement Settlements," in J.W. Breslin & J.Z. Rubin (Eds.), *Negotiation theory and practice*. Cambridge: PON Books, 1991. pp. 323-326