

UNI 360Y - Topics in Peace and Conflict - Fall 2003/Spring 2004

**Conflict Management and Strategic Negotiation in International, Intergroup, and Interpersonal Relations**

Fall Instructor: Alan S. Alexandroff  
Spring Instructor: Thomas Homer-Dixon  
Room UC 163, University College;  
Wednesdays 6:00-8:00 p.m.

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This course reviews the range of strategies and tools that national leaders and policymakers as well as individual citizens can use to manage and resolve conflict. This first semester, under the direction of Dr. Alan Alexandroff, will examine, the techniques, institutions, and behaviours that states and non-state actors use to meet the challenges of 21st century international relations. The second semester, under the direction of Tad Homer-Dixon, will focus on the theory and practice of negotiation at the interpersonal, intergroup, and international levels.

**Spring Semester Overview**

In this second semester of the course, we will focus on the theory and practice of negotiation at the interpersonal, intergroup, and international levels. We will identify a range of approaches to negotiation and the different conflict circumstances in which these various approaches are appropriate. We will seek to determine if all forms of conflict are amenable to negotiation and, if not, whether there are heuristics for determining when negotiation has a reasonable prospect of success. The aim of this portion of the course is to provide students with practical negotiation skills – backed by theory – that will prove useful as they deal with conflict in their future lives and careers.

**Format and Requirements**

This semester of the course will alternate, week-by-week, between two formats: 1. a seminar focused on core readings, and 2. a series of negotiation exercises.

During seminar weeks, four students will present readings, and four other students will lead the seminar discussion.

All students are expected to present at least one reading and lead one discussion during the semester. Although these students will lead the way, all others must have done the readings and be prepared to discuss them. Participation in class discussion will count significantly in the semester's final mark.

The other weeks will be devoted to a series of negotiation exercises. We will start with simple exercises, but as the semester progresses, the exercises will become progressively more complex. This course design is intended to create an interaction between the theoretical ideas developed and discussed in the seminars and the negotiation techniques learned in the exercises. The approach will build – in parallel – students' theoretical understanding and negotiation skills.

Each student will participate in all exercises (including the final climate negotiation). Engaged participation in these exercises will also count significantly in the final mark. Please note that the final climate-negotiation exercise will involve an extended evening session on April 7.

For the research paper, students will select a contemporary conflict in which the parties have been involved in some form of negotiation. The paper should provide a history of the conflict and an analysis of the negotiations associated with the conflict. This analysis should draw extensively on the theories and empirical evidence covered in the course. The paper should then conclude with a critical assessment of the negotiation process to date, including suggestions on how it might have been improved. The paper should be a maximum of 3500 words (about 14 pages), not including references. It is due at the beginning of class on April 7.

Each student will meet with Professor Homer-Dixon to discuss his/her paper topic. The student will then prepare a brief outline of the paper, not exceeding 250 words, which will be due at the beginning of class on February 25.

There will be one in-class test on March 17.

Students will have an opportunity to provide an informal written evaluation of the semester on February 11.

### **Grades Breakdown, Spring Semester**

Discussion of paper topic	5 percent
Paper outline	10 percent
In-class test:	30 percent
Research paper:	40 percent
Class and exercise participation:	15 percent

All papers will be scanned by an off-campus plagiarism prevention service (details will be provided later in the semester).

### **Rules and Regulations, Spring Semester**

**Students should read carefully the following rules concerning policies on grading for this semester.**

The paper outline and the research paper itself are to be handed in *at the beginning of class* on the respective due dates. No extensions will be granted, unless the student has an acceptable reason that is adequately supported, such as a medical emergency that is documented by a *detailed* and signed doctor's report. Late papers and written assignments will be penalized. The late submission penalty is 2 percent per day, *weekends included*. Late papers and written assignments are to be turned in at the main desk of Room 173 of University College. Students should make sure that late assignments are signed and dated by the College staff. Assignments submitted by fax or e-mail will not be accepted.

No make-up will be offered for students who miss the in-class test, unless the student has an acceptable reason that is adequately documented – for example, a medical emergency that is documented by a *detailed* and signed doctor's report. Appropriate documentation must be submitted within *one week* of the missed test.

No accommodation will be offered for students who miss an assigned presentation, unless the student has an acceptable reason that is adequately documented – for example, a medical emergency that is documented by a *detailed* and signed doctor's report. Appropriate documentation must be submitted within *one week* of the missed presentation.

## **Spring Readings**

It is assumed that all students are fully familiar with the following two readings from UNI260Y:

Roger Fisher and William Ury, *Getting to Yes: Negotiating Agreement Without Giving In*

and,

Mehrdad Baghai, "Some Thoughts on Incorporating Moral Principles into Negotiation Theory."

The following two books are available at Toronto Women's Bookstore, located at 73 Harbord Street (on the south side, one block west of Spadina):

Howard Raiffa, *The Art & Science of Negotiation: How to Resolve Conflicts and Get the Best out of Bargaining* (Cambridge, MA: Harvard University Press); and,

Fen Osler Hampson, *Multilateral Negotiations: Lessons from Arms Control, Trade, and the Environment* (Baltimore: Johns Hopkins, 1999).

Additional readings will be provided in class to be copied by students individually.

## **Seminar Topics, Readings, and Exercises by Week**

### **Week 1 (January 7): Introduction**

### **Week 2 (January 14): Strategy, Games, and Debates**

1. Thomas Schelling, *The Strategy of Conflict* (Cambridge, MA: Harvard University Press, 1960, 1980), Chapter 3, "Bargaining, Communication, and Limited War," pp. 53-79; and Chapter 4, "Toward a Theory of Interdependent Decision," pp 83-118.

2. Anatol Rapoport, *Fights, Games, and Debates* (Ann Arbor, Michigan: University of Michigan Press, 1961), "Introduction: the Three Modes of Conflict," pp. 1-12; Chapter 10, "What If the Opponent is Both Friend and Foe?" pp. 166-178; Chapter 17, "Ways of Persuasion," pp. 273-288; Chapter 18, "The Assurance of Understanding," pp. 289-291; Chapter 19, "The Region of Validity," pp. 292-305; and Chapter 20, "The Assumption of Similarity," pp. 306-311.

### **Week 3 (January 21): Negotiation Exercise: Distributive Challenges**

Read: Roy Lewicki, David Saunders, and John Minton, *Essentials of Negotiation*, 2nd Edition (Boston: McGraw-Hill, 2001), Chapter 3, "Strategy and Tactics of Distributive Bargaining," pp. 54-88.

Exercise: Buying a House

Exercise: New Car

#### **Week 4 (January 28): Basic Negotiation Theory**

1. Raiffa, *Art & Science*, Chapter 1, "Some Organizing Questions," pp. 11-19; Chapter 3, "Elmtree House," pp. 35-43; and Chapter 4, "Analytical Models and Empirical Results," pp. 44-65.
2. Raiffa, *Art & Science*, Chapter 6, "The Role of Time," pp. 78-90; Chapter 8, "Third-Party Intervention," pp. 108-118; and Chapter 9, "Advice for Negotiators," pp. 119-131.

#### **Week 5 (February 4): Negotiation Exercise: Values and Integration**

Read: Lewicki, Saunders, and Minton, *Essentials of Negotiation*, Chapter 4, "Strategy and Tactics of Integrative Negotiation," pp. 89-109.

Exercise: College Town Apartments

#### **Week 6 (February 11): Multiple Parties and Multiple Issues**

1. Raiffa, *Art & Science*, Chapter 10, "AMPO versus City," pp. 133-147; Chapter 11, "Trade-offs and Concessions," pp. 148-167; Chapter 14, "The Camp David Negotiations," pp. 205-217; and, Chapter 15, "Mediation of Conflicts," pp. 218-234.
2. Raiffa, *Art & Science*, Chapter 17, "Coalition Analysis," pp. 257-274; and Chapter 18, "The Law of the Sea," pp. 275-287.

#### **February 18: Reading week**

#### **Week 7 (February 25): Negotiation Exercise: Power versus Norms**

Read: Lewicki, Saunders, and Minton, *Essentials of Negotiation*, Chapter 5, "Communication, Perception, and Cognitive Biases," pp. 110-131.

Exercise: Federated Science Fund

Paper proposals due at beginning of class.

#### **Week 8 (March 3): The Case of North Korea**

1. Watkins and Rosegrant, *Breakthrough International Negotiation*, Introduction and Preface, Introduction, and Chapters 1 through 4, pp. xvii-80.
2. Watkins and Rosegrant, *Breakthrough International Negotiation*, Chapters 5 through 8, pp. 81-130.

**Week 9 (March 10): Negotiation Exercise: Multiple Parties and Asymmetric Interests**

Read: Chapter 1, "Multilateral Negotiations" and Chapter 2, "Barriers to Negotiation and Requisites for Success," in Fen Osler Hampson, *Multilateral Negotiations*, pp. 3-54.

Exercise: SHARC

**Week 10 (March 17): In-class test**

**Week 11 (March 24): The Cases of Oslo and Dayton**

1. The Oslo Agreement: Watkins and Rosegrant, *Breakthrough International Negotiation*, Chapters 9 and 10, pp. 131-77.
2. Bosnia: Watkins and Rosegrant, *Breakthrough International Negotiation*, Chapters 13, 14, and Conclusion, pp. 228-280.

**Week 12 (March 31): Multilateral Environmental Negotiations**

1. "The Ozone Accords," in Fen Osler Hampson, *Multilateral Negotiations*, pp. 255-77.
2. "Climate Change and Global Warming," in Fen Osler Hampson, *Multilateral Negotiations*, pp. 300-44

**Week 13 (April 7): Negotiation Exercise: Climate Change Negotiation**

Extended class. Research papers due at the beginning of class.

The course outline will be posted in the 'Course Outline and Materials' section of Alan Alexandroff's website at: <http://www.alanalexandroff.com>. You can also view this outline at the Director's website: <http://www.homerdixon.com>