

International Strategic Crisis Negotiation Exercise Syllabus Course #94-859 (3 units), Spring 2024, mini 4

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1. Course Description

This introductory course (there are no prerequisite courses) is designed to:

- Increase your understanding of international conflicts and negotiation processes; and
- Improve your effectiveness as a team leader, team member and negotiator.

Students will prepare for and participate in an immersive negotiation exercise led by the United States Army War College. All classwork and the actual exercise occur over two weekends – Saturday, March 16, Saturday, March 23, and Sunday, March 24. All students also need to attend a lunchtime debriefing on Tuesday, March 26. All classes and negotiations are in-person. Students may attend the Tuesday debrief session remotely upon approval from one of the instructors or if they are on the DC campus.

2. Course Objectives

Learning Objective	How Assessed
Develop an understanding of the complexity of international issues and conflicts.	Class participation; US Army War College exercise; written assignment.
Develop both team member and team leader skills	Class participation; US Army War College exercise; written assignment.
Develop negotiation skills	Class participation; US Army War College exercise; written assignment.
Listen to, respect, and heed the advice and ideas of others	Class participation; US Army War College exercise; written assignment.

3. Class Schedule and Course Materials

The course is divided into four sessions detailed below.

Session 1: Saturday, March 16, 9:00-12:00; Hamburg Hall A301

Topic: Teamwork and negotiation

Instructor: David Lassman

Required reading: Please read/watch the following before class:

1. “Why Some Teams are Smarter than others” from The New York Times. This 2-page article is posted on Canvas.
2. “Speaking While Female” from The New York Times. This 2-page article is posted on Canvas.

3. Please follow the ‘arrows’ on the website to move through the timeline learn the history of the Cuban Missile Crisis at <http://www.cubanmissilecrisis.org/background/timeline/>

Optional reading:

1. Watch three brief videos at <http://www.cubanmissilecrisis.org/for-educators/video-resources/>
NOTE: the videos may take a minute to load, so please be patient. Also, there are eleven videos on this web page so make sure you are watching the correct three, the titles of which are listed below.
 - “Foreign Affairs Focus On Nuclear Lessons: The Cuban Missile Crisis With Graham Allison” July 12, 2012 (10 minutes long)
 - “JFK50 – His Finest Hour” April 21, 2011 (2 minutes long)
 - “Sergei Khrushchev on the Cuban Missile Crisis” September 2008 (3 minutes long)
2. “Getting To Yes” by Roger Fisher and William Ury, 2011, Penguin Books. You may purchase this book (available for around \$10 online) or borrow it from a library.

Study Questions: You are NOT required to turn in written responses to the following questions. These questions are purely to help you prepare for our classroom discussions on teamwork and negotiation.

1. Have you ever been on well-performing teams at work and/or at Heinz College? Why did these teams perform so well, i.e. what conditions and team member behaviors helped the teams reach their goals? What role did team leaders play and how were these leaders chosen? What role did you play in helping the teams be successful? Now answer the same questions for teams that did NOT perform well.
2. Regarding the Cuban Missile Crisis, what are the United States’ BATNAs (Best Alternative to a Negotiated Agreement) in the early stages of the crisis, once the USSR has placed missiles in Cuba?

Session 2: Saturday, March 16, 12:45-3:00

Topic: The session is geared to provide an overview of:

- a) North Korea’s history
- b) North Korean domestic politics
- c) North Korean relations with China and South Korea
- d) U.S. policies toward North Korea since the 1990s
- e) The North Korean Nuclear Program
- f) N. Korea’s relations with Japan and Russia.

Instructor: Silvia Borzutzky

Required reading: Please read the following articles before class. **If you have limited time, please make sure to carefully read the articles/s that are relevant to your team and take a quick look at the other ones.**

These are mostly short articles

1. Frontline, “The U.S. and North Korea On the Brink: A Timeline”, <https://www.pbs.org/wgbh/frontline/article/the-u-s-and-north-korea-on-the-brink-a-timeline/>
2. “North Korea’s Nuclear Weapons and Missile Programs” CRS Report, Dec 2023 <https://crsreports.congress.gov>
3. Wada Haruki, “Normalization of Relations Between Japan and North Korea: Why Is It Necessary and How Could It Be Accomplished?”, The Asia-Pacific Journal, Dec2023 <https://apjjf.org/2023/12/wada-mccormack>
4. “The surge of activity in relations between North Korea and Russia” IISS, 2023, <https://www.iiss.org/publications/strategic-comments/2023/the-surge-of-activity-in-relations-between-north-korea-and-russia/>
5. Andrew Yeo, “On the brink: Why inter-Korean relations have reached a new low, Brookings, Jan 2024 <https://www.brookings.edu/articles/on-the-brink-why-inter-korean-relations-have-reached-a-new-low/>

6. Bruce W Bennett, “North Korea and China Aren't the Allies You Think They Are” The Rand Blog, Sept 2023 <https://www.rand.org/pubs/commentary/2023/09/north-korea-and-china-arent-the-allies-you-think-they.html>
7. Ben Frohman, Emma Rafaelof, Alexis Dale-Huang, “The China-North Korea Strategic Rift: Background and Implications for the United States”, U.S.-China Economic and Security Review Commission, 2022, https://www.uscc.gov/sites/default/files/2022-01/China-North_Korea_Strategic_Rift.pdf

Optional reading: Please make sure to read the articles below if they are relevant to your team

1. Arms Control Association, “Nuclear Weapons: Who Has What at a Glance”, June 2023 <https://www.armscontrol.org/factsheets/Nuclearweaponswhohaswhat>
2. North Korea, Amnesty International Report 2021/22, <https://www.amnesty.org/en/location/asia-and-the-pacific/east-asia/north-korea/report-korea-democratic-peoples-republic-of/>

Session 3 – NEGOTIATIONS: Saturday, March 23, 8:30-6:45 (all day) and Sunday, March 24, 8:30-2:30; Hamburg Hall A301

Topic: United States Army War College Exercise

Instructors: Various

Required reading: Exercise preparation documents that will be distributed prior to the exercise.

Dress Code: Business Attire (please dress like a diplomat)

Attendance is mandatory.

Session 4: Tuesday, March 26, 12:30-1:50; Hamburg Hall A301

Topic: Debrief of Exercise

Instructors: Silvia Borzutzky and David Lassman

Required reading: None

4. Expectations

You are expected to attend class, be prepared for class, and participate in the discussions and the negotiation exercise. You are permitted and encouraged to discuss reading material before class with other students.

Be respectful of others: arrive to class on time; do not return from breaks late; if you must leave class or the exercise early, please let your instructors know beforehand.

Please let one of us know if you do not understand class material or requirements or if any special circumstance prevents you from completing a class requirement on time.

5. Evaluation/Grading

This is a three-unit course, offered as Pass/Fail only. To pass the course, students must:

- 20% of course grade: Attend and actively participate in both classes on March 16 and the debrief session on March 26.
- 50% of course grade: Attend the War College Exercise on March 23-24 and actively participate in the negotiations.
- 30% of course grade: Written assignment, which is due by April 5 at 8:00PM. The assignment consists of two brief papers, one on teamwork/negotiation (Lassman) and one on the regional conflict (Borzutzky). Please submit both papers on Canvas as Word documents, not pdfs.
 - A. Teamwork/Negotiation assignment:

In 350-400 words, please answer the following: *What is the one key lesson regarding teamwork and/or negotiation you learned from this course? How will this lesson help you make better decisions and/or take better actions in the future? Please be as specific as possible.*

In your response, you may include material covered in all sessions of the course – the pre-exercise session, the actual negotiation exercise, and the post-exercise debriefing. Make sure to cite your sources.

B. Regional Conflict assignment:

In no more than 400 words please do the following:

- Summarize what you learned about the interests and policies of the country you represented during the weekend, and
- Answer the following question: Do you think your country achieved its strategic objectives during the negotiations? Please explain your answer.

6. Academic Statement – Cheating and Plagiarism

You are responsible to know and adhere to all University policies on academic integrity. The Heinz School provides a booklet on Plagiarism and Cheating, and the University lists all policies on the web at <http://www.cmu.edu/policies/documents/AcademicIntegrity.htm>. Please acquaint yourself with their contents. Any cheating or plagiarism will result in failure in the course and your case will be referred to the Associate Dean, who may decide to take further action.

7. Recording of Lectures

University policies establish that “no student may record or tape any classroom activity without the express written consent of the instructor”.