



# *The Hebrew University of Jerusalem*

## *Syllabus*

### *International Negotiations - 58757*

*Last update 10-03-2025*

*HU Credits: 2*

*Degree/Cycle: 2nd degree (Master)*

*Responsible Department: International Relations*

*Academic year: 0*

*Semester: 2nd Semester*

*Teaching Languages: English*

*Campus: Mt. Scopus*

*Course/Module Coordinator: Alla Stremovskaya*

*Coordinator Email: [Alla.Stremovskaya@mail.huji.ac.il](mailto:Alla.Stremovskaya@mail.huji.ac.il)*

*Coordinator Office Hours: Mondays, 5:00-7:00 pm (upon request)*

*Teaching Staff:*

Course/Module description:

The course is structured into four main sections. The first section offers an overview of the primary approaches to the negotiation process, identifying the key types and functions of negotiation. It is highlighted in the course that there are numerous criteria for classifying negotiations, including the social sphere, negotiation functions, level, subject matter, number of participants, characteristics of negotiators and their level of cohesion, degree of formality, level of tolerance or intolerance, sociocultural milieu, type of conflict, objectives, outcomes, among a number of others. The primary emphasis is on diplomatic and international business negotiations. Additionally, the course delves into the fundamental stages of negotiation, as well as potential strategies and tactics. It also demonstrates how coalition formation can alter negotiation dynamics and addresses the strategic complexity of multi-party negotiations compared to two-party negotiations. The distinction between various forms of agreements is identified. Moreover, the course addresses the essential communication skills required for effective negotiators, such as appropriate questioning and answering, accurate presentation of a party's position and interests, the ability to initiate negotiation with an appropriate statement, formulating arguments and counterarguments, and overcoming communication barriers.

The second part of the course is dedicated to the national styles of negotiating. Main differences between Eastern and Western negotiation styles are determined. Characteristics of the European, North and South American negotiation styles are also specified. Furthermore, negotiating in the Middle East and North Africa is addressed. Typical features of South African negotiating styles are examined as well. Significant attention is given to the analysis of the cases specific to various countries. At the end of this section, students will participate in a role-play simulation to demonstrate their acquired knowledge of national negotiation styles.

The third part of the course addresses the role of a number of other factors that might affect negotiations. They include potential impact of the personality type, power, political regime, issue and location on the negotiation process. Additionally, digitalization effects on negotiating as well as benefits and drawbacks of digital diplomacy are addressed. The course also describes several forms of third-party participation in international negotiations, with a particular focus on international mediation. This includes an exploration of its types, functions, potential strategies, and the factors influencing strategy selection. Moreover, the role of the International Court of Justice, the International Criminal Court, the European Court of Human Rights and Inter-American Court of Human Rights in conflict resolution is analyzed.

The final section of the course presents examples of negotiations within international organizations such as the UN, WTO, the European Union, and ASEAN to

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*illustrate both global and regional institutional approaches to negotiating. Furthermore, negotiating on such global issues as climate change, migration and trade is analyzed for more in-depth comprehension of the international negotiation. At the end of the course, students need to identify factors contributing to successful international negotiations, recognize common mistakes, and conduct a role-play on one of the global issues (climate change, trade, etc.) to demonstrate the skills acquired throughout the course.*

*Requirements for the course include a mid-term memo which will have to be delivered in groups of three and a final paper.*

*Course/Module aims:*

- ☐ *To provide an overview of the negotiation concepts*
- ☐ *To explore main types and functions of negotiation*
- ☐ *To determine specifics of diplomatic and international business negotiations*
- ☐ *To analyze main stages of international negotiation*
- ☐ *To identify potential negotiation strategies and tactics*
- ☐ *To examine necessary communication skills for efficient negotiating*
- ☐ *To explore national negotiation styles*
- ☐ *To investigate a number of other negotiation determinants, such as personality type, power, political regime, issue, location, digitalization, etc.*
- ☐ *To illustrate international mediation types, functions, and strategies*
- ☐ *To show forms of adjudication of international disputes*
- ☐ *To address main approaches to negotiating in global and regional organizations*
- ☐ *To examine examples of negotiation on global issues*
- ☐ *To specify successful international negotiation factors and barriers*

*Learning outcomes - On successful completion of this module, students should be able to:*

- ☐ *Analyze international negotiation cases in detail.*
- ☐ *Conduct efficient diplomatic and international business negotiations.*
- ☐ *Be flexible and apply appropriate skills, strategies, and techniques during negotiations.*
- ☐ *Easily adapt to various national negotiation styles.*

*Attendance requirements(%):*

*75%*

*Teaching arrangement and method of instruction:*

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Course/Module Content:

**PART I. INTRODUCTION: BASIC CONCEPTS AND THEORY**

*Lesson 1. Main negotiation concepts, types and functions. Preparation for negotiation*

*Lesson 2. Main part of negotiation. Prospective negotiation strategies and tactics*

*Lesson 3. Reaching an agreement*

*Lesson 4. Necessary communication skills of negotiators*

**PART II. National styles of negotiating**

*Lesson 5. Negotiating in Europe and Americas*

*Lesson 6. Asian negotiation style*

*Lesson 7. Negotiating in the Middle East and North Africa. Differences between North African and South African negotiating styles. Role-play of the cross-cultural negotiation*

**PART III. ADDITIONAL FACTORS THAT AFFECT NEGOTIATIONS**

*Lesson 8. Potential impact of the personality type, power, political regime, issue and location on the negotiation process*

*Lesson 9. Third-party participation in negotiations*

*Lesson 10. Digitalization and negotiations*

**PART IV. NEGOTIATIONS IN INTERNATIONAL ORGANIZATIONS AND/OR AGREEMENTS**

*Lesson 11. Main approaches to negotiating at the UN, WTO, the European Union and ASEAN*

*Lesson 12. Negotiating on global issues (climate change, migration, trade, etc.)*

*Lesson 13. Role-play of the international negotiation*

*Lesson 14. Successful negotiation factors. Main conclusions of the course*

Required Reading:

**PART I. INTRODUCTION: BASIC CONCEPTS AND THEORY**

*Lesson 1. Main negotiation concepts, types and functions. Preparation for negotiation*

**Core Reading**

Starkey, B., Boyer, M. A., & Wilkenfeld, J. (2015). *International negotiation in a complex world*. Rowman & Littlefield. Ch. 2 (Excerpt on negotiation characteristics).

*Lesson 2. Main part of negotiation. Prospective negotiation strategies and tactics*

**Core Readings**

1. McKibben, H. E. (2015). Typology of bargaining strategies. In *State strategies in international bargaining: Play by the rules or change them?* (pp. 35–47). Cambridge University Press. <https://doi.org/10.1017/CBO9781316091128.002>

2. Berridge, G. R. (2022). *Diplomacy: Theory and practice* (pp. 41–50). Springer

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Nature.

### *Lesson 3. Reaching an agreement*

#### *Core Reading*

Berridge, G. R. (2022). *Diplomacy: Theory and practice* (pp. 69–80). Springer Nature.

### *Lesson 4. Necessary communication skills of negotiators*

#### *Core Reading*

Lewicki, R. J., Barry, B., & Saunders, D. M. (2023). *Negotiation* (pp. 227–253). McGraw-Hill. 9th ed. Ch. 7.

## *PART II. National styles of negotiating*

### *Lesson 5. Negotiating in Europe and Americas*

#### *Core Reading*

Katz, L. (2017). *Negotiating international business: The negotiator's reference guide to 50 countries around the world. Part 3 (European states, Latin American countries and the USA)*.

### *Lesson 6. Asian negotiation style*

#### *Core Readings*

1. Azar R. C. (2018). *Negotiating in Asia: A practical guide to succeeding in international negotiations* (1st ed.). Write Way Publishing Company. Ch. 1.
2. Katz, L. (2017). *Negotiating international business: The negotiator's reference guide to 50 countries around the world. Part 3 (Asian countries)*.

### *Lesson 7. Negotiating in the Middle East and North Africa. Differences between North African and South African negotiating styles. Role play of the cross-cultural negotiation*

#### *Core Readings*

1. Lautmann, O. (2018). *Israeli business culture: Building effective business relationships with Israelis*. 2nd ed. Part 2.
2. Özdamar, Ö, & Canbolat, S. (2023). *Political ideology and foreign policy decision-making in the Middle East and North Africa: An operational code approach*. In *Leaders in the Middle East and North Africa: How ideology shapes foreign policy* (pp. 1–21). Cambridge University Press. <https://doi.org/10.1017/9781009076500.001>

## *PART III. ADDITIONAL FACTORS THAT AFFECT NEGOTIATIONS*

### *Lesson 8. Potential impact of the personality type, power, political regime, issue and location on the negotiation process*

#### *Core Reading*

Druckman, D., & Wagner, L. (2021). *The role of issues in negotiation: Framing, linking, and ordering*. *Negotiation Journal*, 37(2), 249–278. <https://doi.org/10.1111/nejo.12358>

### *Lesson 9. Third-party participation in negotiations*

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### Core Readings

1. Shany, Y. (2024). *International courts in a politicized world*. In C. N. Brower et al. (eds), *By peaceful means: International adjudication and arbitration – Essays in honour of David D. Caron* (1st ed.) (pp. 83–106). Oxford University Press, Inc.  
<https://doi.org/10.1093/oso/9780192848086.001.0001>
2. Zartman, I. W., & Vuković, S. (2023). *Rethinking mediation*. In *Rethinking Conflict Resolution and Management* (pp. 83–98). Edward Elgar Publishing.

### Lesson 10. Digitalization and diplomatic negotiations

#### Core Reading

Eggeling, K. A., & Adler-Nissen, R. (2024). *Diplomatic negotiations in the digital context: Key issues, emerging trends, and procedural changes*. *The Oxford Handbook of Digital Diplomacy*, 103–120.  
<https://doi.org/10.1093/oxfordhb/9780192859198.013.6>

## PART IV. NEGOTIATIONS IN INTERNATIONAL ORGANIZATIONS AND/OR AGREEMENTS

### Lesson 11. Main approaches to negotiating at the UN, WTO, the European Union and ASEAN

#### Core Readings

1. Mingst, K. A., Karns, M. P., & Lyon, A. J. (2022). *The United Nations in the 21st century* (pp. 239–247). Routledge. 6th ed. (Case studies of the UN system in action).
2. Karns, M. P., Johnson, T., & Mingst, K. A. (2023). *International organizations: The politics and processes of global governance* (pp. 283–288). Fourth edition. Lynne Rienner Publishers, Inc. (Mechanisms for the peaceful settlement of disputes).

### Lesson 12. Negotiating on global issues (climate change, migration, trade, etc.)

#### Core Reading

Genovese, F., McAlexander, R. J., & Urpelainen, J. (2023). *Institutional roots of international alliances: Party groupings and position similarity at global climate negotiations*. *Review of International Organizations*, 18(2), 329–359.  
<https://doi.org/10.1007/s11558-022-09470-4>

### Lesson 13. Role play of international negotiation

#### Core Reading

Lewicki, R., Barry, B., & Saunders, D. (2007). *Negotiation: Readings, Exercises, and Cases* (pp. 506–508). McGraw-Hill/Irwin. 5th ed. (Planning questions and planning guide).

### Lesson 14. Successful negotiation factors. Main conclusions of the course

#### Core Reading

Lewicki, R. J., Barry, B., & Saunders, D. M. (2023). *Negotiation* (pp. 589–599). McGraw-Hill. 9th ed. Ch. 20.

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Additional Reading Material:

Grading Scheme:

Essay / Project / Final Assignment / Home Exam / Referat 50 %  
Active Participation / Team Assignment 5 %  
Submission assignments during the semester: Exercises / Essays / Audits / Reports  
/ Forum / Simulation / others 25 %  
Presentation / Poster Presentation / Lecture 15 %  
Attendance / Participation in Field Excursion 5 %

Additional information: