1. Course Description
This introductory course (there are no prerequisite courses) is designed to: 1) increase your understanding of international conflicts and negotiation processes; and 2) 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 25, Saturday, April 8, and Sunday, April 9. The students also need to attend a lunchtime meeting on Tuesday, April 11.

2. Course Objectives

<table>
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<tr>
<th>Learning Objective</th>
<th>How Assessed</th>
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<tr>
<td>Develop an understanding of the complexity of international issues and conflicts</td>
<td>Class participation; US Army War College exercise; take-home exam.</td>
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<td>Develop both team member and team leader skills</td>
<td>Class participation; US Army War College exercise; take-home exam.</td>
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<tr>
<td>Develop negotiation skills</td>
<td>Class participation; US Army War College exercise; take-home exam.</td>
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<tr>
<td>Listen to, respect, and heed the advice and ideas of others</td>
<td>Class participation; US Army War College exercise; take-home exam.</td>
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3. Class Schedule and Course Materials
The course is divided into four sessions.

Session 1: Saturday, March 25, 9:00-12:00
Topic: Teamwork and negotiation
Instructor: David Lassman
Required reading:
1. “Why Some Teams are Smarter than Others” from The New York Times. This 2-page article is posted on Blackboard.
2. “Speaking While Female” from The New York Times. This 2-page article is posted on Blackboard.
3. http://www.cubanmissilecrisis.org/background/timeline/ Please follow the arrows to read all of the history of the Cuban Missile Crisis.
4. 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)

5. “Negotiation Genius” by Deepak Malhotra and Max H. Bazerman. Read the Introduction and Chapters 1, 2 and 3 (pages 1-102). You will need to purchase this book 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 25, 1:00-4:00
The South China Sea: Brief history, Nationalism, Diplomacy, and Economic and Strategic Issues
Instructor: Silvia Borzutzky
Students need to read Regional Disorder: The South China Sea Disputes (Adelphi series) by Sarah Raine and Christian Le Mière
The book is available in Amazon on kindle and paperback for $9.99
Readings must be completed before class and students should participate in the class discussion

Session 3: Saturday, April 8, 8:30-6:45 (all day) and Sunday April 9, 8:30-4:30 (all day):
   Topic: United States Army War College Exercise
   Instructors: Various
   Required reading: Exercise preparation documents.

Session 4: Wednesday, April 12, 12:00-1:20
   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.
In the March 25 and April 12 classes, please do not use laptops or cell phones. Both laptops and cell phones are required in the actual negotiation exercise on April 8-9.

5. Evaluation/Grading
This is a three-unit course, offered as Pass/Fail only. In order to pass the course, students must:

- **20% of course grade:** Attend and actively participate in both classes on March 25 and the debrief session on April 12.
- **50% of course grade:** Attend the War College Exercise on April 8-9 and actively participate in the negotiations.
- **30% of course grade:** Written assignment, which is due on April 21 by 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 as Word documents, not pdfs.
  
  A. **Teamwork/Negotiation assignment:**
  In no more than 400 words, please answer the following: *What is the one key lesson regarding teamwork and/or negotiation you learned from this course? Describe the implications this lesson had for you in a prior job, or may have for you in a current or future job.*
  In your response, you may include material covered in all sessions of the course – the pre-exercise session on March 25, the actual negotiation exercise on April 8-9, and the post-exercise wrap-up on April 12. An assignment has been created on Blackboard for you to submit the papers; the assignment is titled “Teamwork/Negotiation Paper”.

  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.
  - Make sure to cite your sources
  Please email your completed essays to Silvia at sb6n@andrew.cmu.edu

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”.

Syllabus for Course #94-859  
Revision Date: 3/4/17