

University of MACEDONIA
Thessaloniki, Greece

MSc in Shipping and Sea Transports: Economics and Politics
Spring Semester 2024

Crisis Management, Negotiations and Security

The course is to familiarize students with the micro-theories of decision making, so as they optimize their understanding, their analytical skills, and develop decision making, crisis management and negotiation skills. Initially, the course examines the factors that affect decision making in general and international politics in particular. Next, it presents and analyzes the rational, the conventional and the psychological decision making theories, using examples from world history and international politics. Then the concepts, the characteristics, and the strategies used in order to manage a crisis are presented. Finally, the course studies the processes of negotiations, its forms, its character and purposes as well as different techniques, from the initial to the concluding of an agreement stage.

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An essay of 3500-4000 words is a prerequisite for sitting in the written exams

Lesson 1

The essence of decision: Why do we make decisions? Actors, variables and contexts

Jonathan Monten & Andrew Bennett (2010) Models of Crisis Decision Making and the 1990–91 Gulf War, *Security Studies*, 19:3, 486-520, DOI: 10.1080/09636412.2010.505129

Petra Hendrickson (2018) The decisions in between: a humanitarian crisis decision-making model, *Canadian Foreign Policy Journal*, 24:1, 74-94, DOI:10.1080/11926422.2018.1427122

Stephen Benedict Dyson & Matthew J. Parent (2018) The operational code approach to profiling political leaders: understanding Vladimir Putin, *Intelligence and National Security*, 33:1, 84-100, DOI: 10.1080/02684527.2017.1313523

Lesson 2

Models of decisions (actors, bureaucrats, politicians, businesspeople)

David Brulé, and Alex Mintz, 'Foreign Policy Decision Making: Evolution, Models, and Methods', *International Studies*, 2010,
<https://doi.org/10.1093/acrefore/9780190846626.013.185>

Mikael Blomdahl (2016) Bureaucratic Roles and Positions: Explaining the United States Libya Decision, *Diplomacy & Statecraft*, 27:1, 142-161, DOI:10.1080/09592296.2016.1137739

Huiyun Feng & Kai He (2018) Prospect theory, operational code analysis, and risk-taking behaviour: a new model of China's crisis behaviour, *Contemporary Politics*, 24:2, 173-190, DOI: 10.1080/13569775.2017.1407986

Jonathan Monten & Andrew Bennett (2010) Models of Crisis Decision Making and the 1990–91 Gulf War, *Security Studies*, 19:3, 486-520, DOI:10.1080/09636412.2010.505129

Marina Zaloznaya, Jennifer Glanville & William M. Reisinger (2022) Explaining Putin's impunity: public sector corruption and political trust in Russia, *Post-Soviet Affairs*, 38:5, 386-409, DOI: 10.1080/1060586X.2022.2063633

Lesson 3

Negotiation practices: phases and results

Corinne Bara, Govinda Clayton & Siri Aas Rustad (2021) Understanding Ceasefires, *International Peacekeeping*, 28:3, 329-340, DOI: 10.1080/13533312.2021.1926236

Steven Hurst (2016) The Iranian Nuclear Negotiations as a Two-Level Game: The Importance of Domestic Politics, *Diplomacy & Statecraft*, 27:3, 545-567, DOI: 10.1080/09592296.2016.1196075

Lesson 4

Managing crises: the micro-level (decision making processes)

Reid B. C. Pauly and Rose McDermott, 'The Psychology of Nuclear Brinkmanship', *International Security*, Vol. 47, No. 3 (Winter 2022/23), 9–51, https://doi.org/10.1162/isec_a_00451

Yahya Maresh H. Hazaa, Faozi A. Almaqtari & Abdullah Al-Swidi | (2021) Factors Influencing Crisis Management: A systematic review and synthesis for future research, *Cogent Business & Management*, 8:1, 1878979, DOI: 10.1080/23311975.2021.1878979

Marie Mikušová & Petra Horváthová (2019) Prepared for a crisis? Basic elements of crisis management in an organisation, *Economic Research-Ekonomska Istraživanja*, 32:1, 1844-1868, DOI: 10.1080/1331677X.2019.1640625

Kirill Petrov & Vladimir Gel'man (2019) Do elites matter in Russian foreign policy? The gap between self-perception and influence, *Post-Soviet Affairs*, 35:5-6, 450-460, DOI: 10.1080/1060586X.2019.1662185

Lesson 5

Managing crises: the macro-level (inter-state and intra-state crises)

Stephen Ryan (1990) Conflict management and conflict resolution, *Terrorism*

and Political Violence, 2:1, 54-71, DOI: 10.1080/09546559008427050

Tor Bukkvoll (2016) Why Putin went to war: ideology, interests and decision-making in the Russian use of force in Crimea and Donbas, *Contemporary Politics*, 22:3, 267-282, DOI: 10.1080/13569775.2016.1201310

Lesson 6

Managing international crises

Sean William Kane (2022) Making Peace When the Whole World Has Come to Fight: The Mediation of Internationalized Civil Wars, *International Peacekeeping*, 29:2, 177-203, DOI: [10.1080/13533312.2020.1760718](https://doi.org/10.1080/13533312.2020.1760718)

Sten Rynning, 'Coalitions, institutions and big tents: the new strategic reality of armed intervention', *International Affairs* [Vol. 89, No. 1 \(January 2013\)](https://doi.org/10.1080/0022216X.2013.761111), pp. 53-68

Tuomas Forsberg & Christer Pursiainen (2017) The Psychological Dimension of Russian Foreign Policy: Putin and the Annexation of Crimea, *Global Society*, 31:2, 220-244, DOI: [10.1080/13600826.2016.1274963](https://doi.org/10.1080/13600826.2016.1274963)

Lesson 7

Building peace through crisis management

Roger Mac Ginty, Madhav Joshi & SungYong Lee (2019) Liberal Peace Implementation and the Durability of Post-war Peace, *International Peacekeeping*, 26:4,457-486, DOI: 10.1080/13533312.2019.1618189

Lesson 8

The role of international actors in managing crises and conflicts

A.B. Fetherston , O. Ramsbotham & T. Woodhouse (1994) 'UNPROFOR: Some observations from a conflict resolution perspective, *International Peacekeeping*, 1:2, 179-203, DOI: 10.1080/13533319408413501

Lesson 9

Security issues, at the human, national and international level

Christian Bueger & Jan Stockbruegger (2016) Pirates, Drugs and Navies, *The RUSI Journal*, 161:5, 46-52, DOI: [10.1080/03071847.2016.1253375](https://doi.org/10.1080/03071847.2016.1253375)

Christian Bueger (2015) Learning from piracy: future challenges of maritime security governance, *Global Affairs*, 1:1, 33-42, DOI:10.1080/23340460.2015.960170

Christian Bueger & Tobias Liebetau (2021) Protecting hidden infrastructure: The security politics of the global submarine data cable network, *Contemporary Security Policy*, 42:3, 391-413, DOI: 10.1080/13523260.2021.1907129
Hilary McGeachy (2022) The changing strategic

significance of submarine cables: old technology, new concerns, *Australian Journal of International Affairs*, 76:2, 161-177, DOI: 10.1080/10357718.2022.2051427

Lesson 10

Failed states and global security implications

C. William Walldorf Jr., 'Narratives and War: Explaining the Length and End of U.S. Military Operations in Afghanistan', *International Security*, Volume 47, Number 1, Summer 2022, pp. 93-138.

Christian Bueger & Jan Stockbruegger (2022) Maritime security and the Western Indian Ocean's militarisation dilemma, *African Security Review*, 31:2, 195-210, DOI: 10.1080/10246029.2022.2053556

Lesson 11

Maritime security issues and managing maritime crises

Saadia M. Pekkanen, Setsuko Aoki, John Mittleman, Small Satellites, Big Data: Uncovering the Invisible in Maritime Security, *International Security*, Volume 47, Number 2, Fall 2022, pp. 177-216.

Mazyar Ahmad (2020) Maritime piracy operations: Some legal issues, *Journal of International Maritime Safety, Environmental Affairs, and Shipping*, 4:3, 62-69, DOI:10.1080/25725084.2020.1788200

Christian Bueger (2015) Learning from piracy: future challenges of maritime security governance, *Global Affairs*, 1:1, 33-42, DOI: 10.1080/23340460.2015.960170

Lesson 12

The comprehensive approach in crisis management

Jair van der Lijn (2015) 'Comprehensive approaches, diverse coherences: the different levels of policy coherence in the Dutch 3D approach in Afghanistan', *Small Wars & Insurgencies*, 26:1, 72-89, DOI: 10.1080/09592318.2014.959773

Pernille Rieker & Steven Blockmans (2019) 'Plugging the capability-expectations gap: towards effective, comprehensive and conflict-sensitive EU crisis response?' *European Security*, 28:1, 1-21, DOI: 10.1080/09662839.2018.1562444

Lesson 13

Review and practical exercises of negotiations and crisis management