

MODULE " Crisis Management, Negotiations and Security"

Teaching professor: Fotini Bellou, Associate Professor of IR

Room 332A

KZ Building

fbellou@uom.edu.gr

(1) GENERAL

SCHOOL	SCHOOL OF SOCIAL SCIENCES, HUMANITIES AND ARTS		
DEPARTMENT	INTERNATIONAL AND EUROPEAN STUDIES		
LEVEL OF STUDY	POSTGRADUATE		
MODULE CODDE	UNI390	SEMESTER OF STUDY	B'
MODULE TITLE	CRISIS MANAGEMENT, NEGOTIATIONS AND SECURITY		
INDEPENDENT TEACHING ACTIVITIES		TEACHING HOURS	CREDITS (ECTS)
LECTURES		39 (in total) ¹	7,5
MODULE TYPE	GENERAL BACKGROUND		
PREREQUISITE MODULES:	NO		
INSTRUCTION AND EXAMINATIONS LANGUAGE:	ENGLISH		
THE MODULE IS OFFERED TO ERASMUS STUDENTS	NO		
MODULE WEBPAGE (URL)			

(2) LEARNING OUTCOMES

Learning Outcomes
Upon successful completion of the course, the student will be able to: - comprehend the relationship between international security, and crisis management - understand the importance of negotiations methods and the differences between leadership and management especially during crises. - Evaluate the importance of state failure in provoking maritime and other international security crises. - Develop negotiation skills and managing crises in different environments.
General Competencies
Autonomous work Generation of new research ideas Promoting free, creative, and inductive thinking
(3). MODULE OUTLINE
The course aims to providing students with knowledge on aspects of International security, crisis management and negotiations. The course examines methodologies of crisis management, decision making processes in different terrains. It strives to familiarize the

¹ In this program a module's lectures are every two weeks.

students to the interconnectedness of international security issues with managerial interests. For this reason, the course investigates different aspects of security. Thus, notions of security stemming from different international phenomena such as state fragility or state failure and their consequences on regional security are examined. Moreover, the course examines international practices on negotiations and it critically evaluates their scope and effects on managing crises. In addition, the course critically evaluates the difference between effective leadership and management.

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 \(January 2013\)](#), 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 Liebetrau (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

Jaïr 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

(3) TEACHING AND LEARNING METHODS – ASSESSMENT

DELIVERY METHOD	Face to face and through zoom (hybrid method)	
USE OF INFORMATION AND COMMUNICATION TECHNOLOGIES	• Use of the open e Class online platform • Power points and other training materials	
TEACHING METHODS	Activity	Semester workload
	LECTURES	39
	PREPARATION/STUDY OF MATERIAL BEFORE LECTURES	13
	PREPARING FOR AN ESSAY AND A PRESENTATION	30
	AUTONOMOUS STUDY	128
	TOTAL COURSE	210
STUDENT ASSESEMENT METHODS	The final grade will emerge as follows: - A written exam at the end of the semester will count for 70% of the final grade. - A 3.000 word essay and a presentation of the essay will represent 30% of the final grade.	

(4) RECOMMENDED-BIBLIOGRAPHY

Additional bibliography is available in the related space in e-class platform