

Salahaddin University-Erbil

College of Political Science

Department of International Relations and Diplomacy

Negotiations and Managing of the International Conflicts

Fourth stage - First course ; 2022 – 2023

Dr. Kamaran Majeed Hussen

Kamran.hussen@su.edu.krd

Defining the negotiations according to the most prominent political scientists

- Holsti defined negotiation as "the employment of various mechanisms and rational and systematic techniques to try to identify and coordinate conflicting interests, in an oral or written form as long as it allows the various parties to express their views in the context of the ongoing dialogue between them."

- **Robert Bond** also defines it as "a process between two or more disputants in order to reach an agreement or deal, so that each party seeks to obtain the maximum benefits in this agreement or deal".
- **Alexandra Garcia**, in his book "Negotiation in International Relations" defined negotiation as "the process of exchanging verbal and written statements aimed at resolving conflict and avoiding the use of force".

Importance of Negotiation Science

- The importance of negotiation science stems from two main angles:
- - Its necessity: The necessity of negotiation science and the extent of importance it derives from the existing negotiating relationship between its parties, i.e. with regard to the negotiating issue that is being negotiated, appears, and that is the first angle.
- - Its inevitability: We find that the science of negotiation derives its inevitability from being the only way out or outlet that can be used to address the negotiating issue and reach a solution to the disputed problem.

Negotiation Characteristics

- 1. Negotiations are an exchange process based on give and take and the relative balance of power between the negotiating parties.
- 2. Negotiation is an integrated process, and therefore it needs conscious management based on preparation, good planning, organization, follow-up and evaluation.
- 3. Negotiations arise from the existence of an issue that each party seeks through dialogue and interaction to reach an agreement on.

- 4. Negotiation is a continuous process, not an emergency event, an accidental situation, or a temporary activity.
- 5. Negotiation is a psychological process affected by the perceptions, attitudes, and personalities of the negotiators.
- 6. The negotiation process depends on the skills of the negotiators in the field of communication, tact, and the ability to act and deal with others.

The personality of the negotiator and his characteristics

- **Thematic features**: Analytical ability, knowledge or familiarity with economic aspects, legal education, language proficiency, psychological knowledge, standard statistical knowledge (i.e. the ability to quickly calculate), general culture (in various fields...).
- **Personal traits**: Endurance, patience, maturity in personality, intelligence and cunning, good behavior and speed, proficiency in the art of listening and hearing, decency and courtesy (fitness is the physical aspect, and courtesy is acumen and non-blasphemy), quick observation and discernment, comprehensive and integrated perception.

Principles of negotiation

- 1. Always ready to negotiate at any time.
- 2. Commitment to the protocols usually used in negotiation, such as being formal and adopting the diplomatic language, "which is the common language that states find it appropriate to use in their mutual relations, especially in the formulation of treaties and negotiations in international bodies."
- 3. To listen more than you speak, and if you speak, do not offer anything of value in the negotiations, especially in the preliminary stage.

- 4. Continuous innovation in the methods and methods of dealing with the negotiated issues and in the negotiating team's work style.
- 5. Not to start the negotiating dialogue with a provocative sentence, an aggressive look, or a movement that expresses hatred, defiance, and aggression.
- 6. Building analyzes and decisions on real facts and events, as well as being careful and careful not to reveal all the cards at once, and always trying to negotiate from a position of strength.
- 7. The principle of benefit or interest: each party seeks to achieve certain interests from behind the negotiation process, even if this interest is to reduce the number of damages and losses that can occur without negotiation.

- 8. Not to be deceived by the appearance of things and always be careful not to reverse them.
- 9. The principle of benefit or interest: each party seeks to achieve certain interests from behind the negotiation process, even if this interest is to reduce the number of damages and losses that can occur without negotiation.
- 10. Do not rush to make a decision and take time to think.

Types of negotiation

- So, despite the many types of negotiation, we will discuss the most important ones:
- A- **The first classification of the types of negotiation: the main types of negotiation can be limited and summarized in a specific scope as follows:**
- An agreement for the benefit of both parties: It is if the two parties or the negotiating parties adopt the principle of common interest or what is known as win and you win, and the focus here is on what achieves the benefit of the two parties, as the parties help each other to work together to reach agreements that benefit everyone.

- - **Negotiation for a gain for one of the parties and a loss for the other**: This type of negotiation occurs, you win and you lose, when there is no agreement between the strength of the two parties. The goal of negotiation is temporary, and does not mean here the future outlook in which the conditions and balances of power may overturn, and the emerging strategies are struggle strategies aimed at exhausting and alienating the opponent and tightening control.
- - **Exploratory negotiation**: which aims to explore the negotiating intentions of the counterparties and may be directly or through an intermediary party.
- **Soothing and relaxing negotiation**: It aims to calm or dilute the situation in order to reduce the level of conflict and rivalry in favor of future negotiations in which conditions may be more favorable to one party or to both parties together. Adopting this strategy may mean that time will be the most influential factor in the course of the negotiation process.

- - **Negotiation of influence in a third party:** This negotiation does not occur in terms of influencing the direct party, but rather to influence an important third party to attract him to a certain point of view or to neutralize his role regarding a conflict with the opponent.
- **Mediator negotiation:** This type of negotiation is considered one of the most important models for studying major negotiation in the world, whether in the field of trade and business or conflict between states and crisis management, which is known in political science as the policy of the third party. Analysts of mediator negotiation say that this mediator is often biased, especially in the political field.

- **B- The second classification of negotiation: There are those who classify negotiation from this aspect:**
- - **Commercial negotiation**: It is one of the images familiar to us as individuals and business organizations, and it is also one of the main activities that companies practice on an ongoing basis, regardless of their size and nature of activity, in order to reach a solution to disputes and differences between them and other related parties, or to reach an agreement on various commercial deals. Commercial negotiation takes several forms, including: negotiation with customers, negotiation with suppliers, negotiation with competing organizations, negotiation with financial institutions, negotiation with publishing media, negotiation with government agencies, negotiation of rights.

- **Administrative negotiation**: Administrative negotiation represents another form of negotiation practiced by public and private organizations. Administrative negotiation takes two forms: informal negotiation, which represents a natural outcome of interaction with managers. Informal negotiation also represents an essential aspect of the administrative process. There is also formal negotiation, which takes place between management and departments of other organizations to resolve disputes or administrative disputes or for the purpose of reaching a merger between two companies.
- - **Military negotiation**: Under this type, the conflicting parties seek to resolve their differences through dialogue, urging and persuasion instead of using military force. This type of negotiation may be after military operations between two conflicting parties.

- **Political negotiation**: Political negotiation takes place between countries or between the political organizations that represent them, with the aim of reaching international agreements to resolve conflicts and differences of interest. The most prominent types of political negotiation in international relations in recent years are what took place between Egypt and Israel to achieve peace, end the state of war between them, and restore the occupied territories to their owners, as well as the difficult and continuous negotiation sessions to this day between the Palestine Liberation Organization and Israel to withdraw from the occupied Palestinian territories in 1967 AD, and achieve There is peace between the two parties, and there is negotiation between the Northern Ireland Liberation Army and the British government to resolve the old dispute between them in order to grant Northern Ireland autonomy from the British crown.

Negotiation Strategies and Policies

- 1- Negotiation Strategies:

- International negotiations are not a frivolous process, but rather a controlled and deliberate procedure, and on this basis there is a determination of the negotiation plan, which requires a degree of professionalism and not falling victim to the provisions of domination, blackmail, or gradual invasion and subjugation. George Fuller says in this regard in his book: Negotiator's Handbook:
- “Good preparation is the starting point, and the arrival point is achieving your negotiating goals. But the tools needed to reach the reaching point consist of the strategies employed at the negotiating table, and while the wrong strategy can hinder your progress, using the right tactics can increase the speed of reaching to a successful outcome.
- Through this, we will address the most prominent of these strategies by classifying them for two contradictory cases of negotiating behavior, namely:

Common interest strategies:

- A- **Integration strategy**: Merging interests and developing the relationship between the two negotiating parties to the point where they become one in order to take advantage of the opportunities available to them.
- B- **The current cooperation development strategy**: striving to achieve a set of higher goals that work to develop the common interest between the two negotiating parties and to document and enhance aspects of cooperation between them.
- C- **The strategy of deepening the existing relationship**: It is based on an attempt to reach a wider range of cooperation between two or more parties that share a specific interest.

Conflict Strategies:

- A - **Exhaustion or attrition strategy**: It is based on exhausting the other party, either by depleting its time, effort, capabilities, or money.
- B - **The strategy of disintegration or dispersion**: It is based on examining, diagnosing and identifying the most important points of weakness and strength through negotiation, and accordingly a policy is drawn up to break up the unity of the negotiation team and eliminate its cohesion and weaken it.
- C - **The strategy of subjugation or tightening control**: It is based on mobilizing all the capabilities that guarantee complete control over the negotiation sessions.
- D - **the strategy of defeat or organized invasion**: It is based on bringing the other side to despair and surrender.
- E - **The strategy of expanding the scope of cooperation**: It depends on the historical reality that extends between the two negotiating parties.

- **2- Negotiation policies:**

- The negotiating policy is the main key to knowing the approach of the other party that it will use in the negotiation, the interim goal that it seeks to achieve, and what it plans behind sitting at the negotiating table.

- **The negotiating penetration policy / the negotiating iron wall policy:**

- A- Negotiation penetration policy: It is used in the case of sitting for the first time with another party with whom there was no relationship before, where the available information is not sufficient.
- B- The iron wall negotiating policy: It is the policy by which the opponent's attempt to use the penetration policy is confronted by maintaining cohesion.
- The policy of opacity: It is sometimes seen as a policy of marginalization or flattening, as it works to make the negotiation process a mere superficial marginal process that does not go beyond the formal aspects of the negotiating issue. You question the value of the information obtained, its validity, and its suitability.

- The policy of deepening (emphasis) / the policy of restriction and negotiation blockade:

- A- The policy of deepening (confirmation): This policy works to develop the level of information obtained from the other party, whether during or before the previous negotiation sessions. In the same direction as the previous one, but in a more specific and emphatic way.
- B- The negotiating policy of restriction and blockade: Allowing the other party to move from one point to another before we completely emptied the point in question, and not to expand on more than one negotiating point, especially if the other party is characterized by malice and cunning, and we did not have time to familiarize ourselves with all the elements. negotiating issue.

- - **The policy of creating negotiating tension / the policy of negotiating relaxation:**
- A- The policy of creating negotiating tension: creating a kind of instability in the negotiating position, introducing several negotiating factors in one sentence with the aim of creating confusion for the other party in terms of the difficulty of dealing with it in one sentence in the negotiation, increasing the quantity and size of the technical aspects in the negotiating issue: geographical factors, legal engineering , educational, economic and making them the focus of negotiation, which forces the party to resort to specialists in these areas and makes it a permanent change in its negotiation team.
- B- The policy of negotiating relaxation: Some people call it the policy of ignoring it, or the policy of the long breath.
- The policy of the negotiating attack: the use of offensive tactics that put pressure on the other party strongly to force it to accept our point of view and our demands in the negotiating process, and not leave the room open for it to retreat or withdraw from the negotiation process. Our terms on the other side.

- - **The policy of direct and frank confrontation / the policy of evasion and circumvention:**
- A- The policy of direct and frank confrontation: It is based on frank disclosure and dealing with the elements of the negotiating issue directly and openly, especially if the existing common interest is Between the two parties to the negotiation requires taking note of the conditions and capabilities of the other party, and any deception between the two parties will reflect negatively on the implementation of what each of them has committed to towards the other.
- B- The policy of evasion and circumvention: Epilepsy or conflict expresses the nature of the negotiated issue, and from here we have to rely on the policy of evasion and indirect circumvention around the elements and parts of the negotiating issue and not showing the truth of our goals, but rather relying on deception, evasion and circumvention around the issues and their elements in a way that does not provoke Doubts and suspicion, but the peak of success in it reaches the complete deception of the other party and its drift to signing an agreement in which it believes that it has achieved victory, while the truth is complete defeat.

- - **The negotiating development policy / the negotiating freeze policy:**
- A- The negotiating development policy: This policy is based on the fact that any negotiating issue is essentially a changing issue as long as it is associated with the factors of movement and time, and therefore it is subject to the influence of these factors in one way or another, and the achievement and continuity of the common interest that binds the parties to the negotiation requires the development, growth and improvement of these The interest is by strengthening the relations and ties between its parties and bringing them to a higher, deeper, broader and more comprehensive degree of cooperation.
- B- The negotiating freeze policy: This policy is based on maintaining the current situation as it is, maintaining the existing negotiating position without any change or modification, whether positive or negative, and freezing it to the point of death due to the futility of moving it or dealing with it again with new data.

- **typical questions**

- Q1/ Define negotiation according to (for example) Robert Bond?
S/2 - 3
- Q2/Talk about the importance of the science of negotiation?
S/ 4
- Q3/Write about the characteristics of negotiation? S/ 5 - 6
- Q4/Talk about the personal and objective characteristics of a successful negotiator?
S/7
- Q5/Write only (number) points of negotiation principles? S/8 - 10
- Q6/Mention the types of the first category of negotiations (according to the result) or (according to the field of work), and explain one of them in detail?
S/ 11 - 16

- Q7. Explain, in detail, the negotiation strategies in case there is an intention to agree according to common interests? s/18
- Q8. Explain, in detail, the negotiation strategies in case there is an intention to continue the conflict? s/19
- Q9. Write in points only Binaries of negotiating politics, then analyze two of them in detail? s/20 - 25