

Syllabus
International Crisis Management
Fall, 2023

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In collaboration with

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National Museum of American Diplomacy

Note: the course will consider approaches and methodologies as they have developed over history, and in hypothetical enactments on various continents. Methodology will include role plays in crisis simulations, will include readings on history of written thought on strategy. Students outside of the United States will negotiate their own arrangements locally for academic credit. The organizers appreciate that some students reside in crisis-ridden countries. We will make every accommodation to adapt to individual and group needs.

Course Description: Not all human and natural disasters yield “resolution.” Effective planning requires a clear description of the challenge, and a stated vision of the desired outcome, sometimes called the “endpoint” or “End State.” In cases of conflict, planners must understand the motives of the opposing force, even when the latter is committing criminal acts.

The course engages students in simulated task force operations, drawing on real life situations adapted for the classroom. Scenarios will put the student in the position of analyzing and addressing crisis situations within working groups. Active class participation is essential.

We will follow the “American model” of active participation and experiential learning. While the instructors will “lecture” at times, communal benefit will be highest with active student participation.

Course Objectives:

- Understand the nature and recent history of international politics and conflict.
- Gain an overview of theory and practice of foreign policy formulation and implementation.
- Develop analytical skills needed to assess major global and regional foreign policy challenges.
- Practice international legal advocacy in peaceful settlement of disputes.
- Conduct simulations drawn from recent crisis management approaches by U.S., UN, and other policy makers.

Participants: Ukrainian universities will select candidates for certificates of participation and academic credit where appropriate. Universities in other countries will select and mentor candidates for academic credit locally. Any individual from any country may apply to audit the course, with a short paragraph written in English, stating the reasons for wishing to audit.

Registered students will attend sessions, take notes, maintain weekly readings, and submit 5-6 short reflection papers, an After-Action Report, and a short final project. Expect preparation time of 4-6 hours per week outside of class, plus two zoom sessions per week. Eight hours total per week, for 10 weeks.

Schedule: Zoom sessions will take place Mondays and Thursdays 10:00 a.m. Washington time for 75 minutes. Alternating sessions will include lecture/discussion sessions, usually Mondays; and selected speakers, usually Thursdays.

Speakers (will include some or most of the following):

Columnist, *Washington Post*

Former U.S. Ambassador to Argentina and Mexico

Strategy expert from King's College, London

Former Director, Central Intelligence Agency

Expert in Public Diplomacy with 40 years practical experience

Practitioner in combating disinformation

Former U.S. Assistant Secretary for Africa

CEO, Public Relations firm

Colonel, U.S. Army

Field Officer, United Nations PKO

Expert, Arts Diplomacy

Course phases:

1. *Conflict/strategy* – Definition and examination of each. From the origins - Sun Tzu, Clausewitz, Tolstoy - to the Grand Strategies of the Cold War (George F. Kennan and “The Long Telegram”) - to the present (Sir Lawrence Freedman).
2. *Simulation* – A real-time role play requiring quick research in a simulated crisis. Courtesy the U.S. Department of State’s National Museum of American Diplomacy.
3. *Public Diplomacy* – discussion of the history and objectives of “PD,” and demonstrate public information strategy. “Hard, soft, smart power” (Joseph Nye).
4. *Disinformation* – tracking the history and technique of disinformation, with available technologies for countering it.
5. Principles of International Law - to be conducted by professors from Jaroslav Mudryj University, Kharkiv.
6. Managing an Embassy - a brief history of diplomacy, protocol, intra-organizational communication, management. ICS process (State Department Integrated Country Strategies for U.S. embassies abroad).

Sessions and topics:

National Museum of American Diplomacy (NMAD)

1. One role play scenario on a contemporary issue (fictional – e.g., Migration Conflict)
2. One role play scenario on an historical incident (e.g., Suez Crisis)
(exercises will develop negotiating skills, team building, rapid information assimilation, public speaking, rapid reaction to changing circumstances)

Dan Whitman (DW)

1. Intro to the course
 - a. Binary functions of the brain which lead to safety, animosity
 - b. Sources of conflict in primates
2. [Westphalian system – brief review]
3. Strategy and Grand Strategy
4. History and definition of Public Diplomacy
5. Dis- and misinformation

Jack Zetkovic (JZ)

1. International Law and Diplomatic Status/immunity/Protocol
2. International Relations Theory and decision making
3. What do embassies do? (reporting/internal communication)

Jaroslav Mudrij Law University (JMLU)

3 sessions – 2 in one week, then one more. In English

1. Peaceful means of resolving international disputes (through legality)
2. EU as a global mediator (contribute to a more comprehensive understanding of EU peacemaking efforts, actual mediation processes and the scope and level of the EU's involvement)

Tentative weekly schedule: (Mondays for topics; Thursdays for speakers)

(May change according to circumstance.)

Week One – (DW) intro, causes of conflict in primates, graphing IR theories

Week Two – (DW) and NMAD exercise

Week Three – (DW) Strategy and Grand Strategy

Week Four – (JMLU) Europe context; peaceful resolution of conflict through law

Week Five – (JZ) International Law

Week Six – (JZ) Embassy management and internal communications

Week Seven – (DW) Public Diplomacy

Week Eight – Disinformation

Week Nine – (DW) Area Studies (China, Latin America, Africa, MENA)

Week Ten – (DW, JZ) wrap-up and conclusions

In your role play scenarios and memos, your objective is to produce "SMART" outcomes:

S - Specific (identify drivers of conflict and mitigating factors)

M - Measurable (use metrics - quantifiable numbers for input and outcome)

A - Achievable (aim for a "tipping point")

R - Realistic (a goal that can be achieved)

T - Time-bound (achievable within a given time frame)

Note these important distinctions: input, output, outcome, result.

Assigned work:

Participation in role play scenarios, with assigned roles.

Weekly readings tracking subject matter – prepare to discuss in class

Students will take notes on speakers' presentations

One required After Action Report on the role play scenario

Seven short reflection papers/ for credit, complete five of the seven

Final project, 2-3 pages – chose *one* of the following:

1. A group project countering disinformation outside of Europe.
2. A public diplomacy action plan for an NGO, private corporation or government.
3. Propose another project at will.

Sources for research and future reading, as your time permits:

<https://www.dni.gov/index.php/global-trends-home>

(Tom Shannon FSJ)

<http://www.afsa.org/reimagining-future-american-leadership>

Perito USIP Glossary

<https://www.usip.org/publications/usip-peace-terms-glossary>

Perito USIP guide on-line

https://books.google.com/books?hl=en&lr=&id=VIQBQd1lwIIC&oi=fnd&pg=PR9&dq=usip+perito+guide+for+participants&ots=QxsiFP-USm&sig=CTWU_GL69uQ_2VGqtmz6oD209Z8#v=onepage&q=usip%20perito%20guide%20for%20participants&f=false

The Hill, on Conflict Stabilization

<http://thehill.com/opinion/international/396997-heres-why-conflict-stabilization-is-essential-to-us-national-security>

CFR Global conflict Tracker

<https://www.cfr.org/interactives/global-conflict-tracker#!/global-conflict-tracker>

USIP PeaceTech Lab Sheldon Himelfarb

<https://www.usip.org/programs/peacetechnology-lab>

Peace Accelerator

<http://www.peacetechnologylab.org/peacetechnology-accelerator/>

PSKOI U.S. Army War College

<http://pksoi.armywarcollege.edu/>

<https://workingwithconflict.wordpress.com/2013/04/15/conflict-analysis-tools/>

<https://www.coursera.org/learn/conflict-transformation/lecture/7Ec2o/the-onion-tool>

<https://www.usip.org/publications/2017/08/conflict-management-training-peacekeepers>

https://thefirsttee.org/2017/03/13/resolving-conflict-4-steps/?gclid=Cj0KCOiAkNfSBRCsARIsAL-u3X-mIR5_eaFt2bp2CY8C7mvCyorf4F0Q_EJNOMigGyteshDxolnT2VcaAIXqEALw_wcB

<https://books.google.com/books?hl=en&lr=&id=1cqjpHmhTZsC&oi=fnd&pg=PP1&dq=usip+conflict+management&ots=O1qnLNh5tH&sig=5yf3SgHO6XNTWYBxNtcHmvw8s9c#v=onepage&q=usip%20conflict%20management&f=false>

<https://www.dni.gov/index.php/global-trends-home>

<https://chasfreeman.net/diplomacy-as-risk-management/>

<https://www.cia.gov/the-world-factbook/>

For Ukraine, highly recommended:

Timothy Snyder video series, “The Making of Modern Ukraine”

https://www.youtube.com/watch?v=bJczLlwp-d8&list=PLh9mgdi4rNewfxO7LhBoz_1Mx1MaO6sw_

Courtesy Jaroslav Mudryj Law University, Kharkiv:

Handbook on the Peaceful Settlement of Disputes between States. URL.:

<https://legal.un.org/cod/books/HandbookOnPSD.pdf>

European Convention for the Peaceful Settlement of Disputes Strasbourg, 29.IV.1957.Council of Europe. European Treaty Series – No. 23. URL.: <https://rm.coe.int/1680064586>

Antônio Augusto Cançado Trindade. *Peaceful Settlement Of International Disputes: Current State And Perspectives*. URL.:

http://www.oas.org/es/sla/ddi/docs/publicaciones_digital_xxxi_curso_derecho_internacional_2004_antonio_augusto_cancado_trindade.pdf

Krista E Wiegand, Emilia Justyna Powell, Steven McDowell *The Peaceful Resolution of Territorial Disputes dataset, 1945–2015* URL.: <https://doi.org/10.1177/0022343319895560>

Holder William E. *Towards Peaceful Settlement of International Disputes*. URL.:

<http://classic.austlii.edu.au/au/journals/AUYrBkIntLaw/1969/6.pdf>

Craig Collins and John Packer *Options and Techniques for Quiet Diplomacy* URL.:

<https://www.corteidh.or.cr/tablas/r31305.pdf>

Sylvanus Abila, Sylvanus Abila, Dr. Derri Damfebo K. *Teaching Alternative Dispute Resolution For Peace And Development*. Saintcity Multimedia, Warri, Delta State. URL.: https://www.researchgate.net/publication/283727641_TEACHING_ALTERNATIVE_DISPUTE_RESOLUTION_FOR_PEACE_AND_DEVELOPMENT/stats

Plank, Friedrich & Julian Bergmann (2021) [*The European Union as a security actor in the Sahel: policy entrapment in EU foreign policy*](#) in: European Review of International Studies 8 (3), 382-412

Bergmann, Julian (2021) [*"Sisters in Peace": analyzing the cooperation between the United Nations and the European Union in peace mediation*](#) in: International Negotiation, 1-30

Müller, Patrick , Julian Bergmann (2020) [*Orchestrating peace in South Sudan: exploring the effectiveness of the European Union's mediation support*](#) in: European Security 29 (2), 149-169

Niemann, Arne , Julian Bergmann , Toni Hastrup, Richard Whitman (eds.) (2018) [*The European Union as international mediator: theoretical and empirical perspectives*](#) International negotiation (Special Issue 23 (2))

Niemann, Arne, Toni Hastrup, Julian Bergmann (2018) [*Motives, roles, effectiveness, and the future of the EU as an international mediator*](#) in: International Negotiation 23 (2), 319-330

Bergmann, Julian (2018) [*Same table, different menus? A comparison of UN and EU mediation practice in the Kosovo-Serbia conflict*](#) in: International Negotiation 23 (2), 238-257

Bergmann, Julian, Toni Hastrup ,Arne Niemann, Richard Whitman (2018) [*Introduction: The EU as international mediator: theoretical and empirical perspectives*](#) in: International Negotiation 23 (2), 157-176

Toni Hastrup, Arne Niemann, Richard Whitman and other *Version 2.0: Rebooting the EU's International Mediation Role*. UACES: University Association for Contemporary European Studies. Policy Brief April 2019. 8 p.

Conflict Prevention, Peace building and Mediation. EU External Action. The Diplomatic Service of the European Union. URL.: https://www.eeas.europa.eu/node/410461_ja

Concept on Strengthening EU Mediation and Dialogue Capacities. URL.: https://www.eeas.europa.eu/sites/default/files/eeas_20201336_working_document_on_concept_on_eu_peace_mediation.pdf

Panchulidze, Elene (2020) Limits of Co-mediation: The EU's Effectiveness in the Geneva International Discussions. College of Europe EU Diplomacy Paper 3/2020. [Working Paper] URL.: <http://aei.pitt.edu/id/eprint/103411>