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Durham, North Carolina
Dedicated to the Memory of Roger Fisher (1922–2012),
Samuel Williston Professor of Law Emeritus, Harvard Law School
Director, Harvard Negotiation Project
Contents

Series Editor’s Foreword xxiii
Preface xxv
Notes xxvi

About the Author xxvii

Chapter 1 · Choosing the Best Approach for a Negotiation 3
Roadmap 3
A. What Is a Negotiation? 4
  1. A Definition and Description of Negotiation 4
  2. The Negotiation Dynamic 6
  3. Group Negotiations 7
B. Detailing the Positional-Bargaining Approach 8
  1. Identifying Positional Bargaining 8
  2. The Familiarity of Bargaining 9
  3. The Process and Tactics of Positional Bargaining 9
    a. Leaving Bargaining Room 11
    b. Haggling, Dickering, and Bluffing 11
    c. Making Concessions 13
    d. The Course of Positional Bargaining 14
  4. The Nature of Positional Bargaining 15
    a. A Distributional Focus 15
    b. Compromises 16
    c. Positional Tactics and Emotional Responses 16
C. Appraising the Positional Approach 17
  1. Some Advantages of Positional Bargaining 17
    a. Familiarity and Tradition 17
    b. Useful in Particular Circumstances 18
  2. Some Disadvantages of Positional Bargaining 18
    a. Tactics Invite Reciprocal Treatment 19
    b. Parties Can Overlook Potential Deals 19
c. Creativity Can Be Stifled 20
d. Claiming Value versus Creating Value 20
e. Other Problematic Circumstances 21

D. Introducing the Interest-Based Negotiation Approach 22
   1. Emphasizing Interests Over Positions 23
   2. The Logic of Interest-Based Negotiation 24
   3. Some Advantages of Interest-Based Negotiation 24
      a. Overcoming a Reluctance to Negotiate 24
      b. Fostering a Productive Working Relationship 24
      c. Increasing the Number of Possible Resolutions 25
   4. Possible Disadvantages to Interest-Based Negotiation 26

E. Selecting an Approach 27
   Notes 28
   Checkpoints 29

Chapter 2 · Pre-Negotiation: Arranging and Preparing for a Negotiation 31

Roadmap 31
A. Choosing to Negotiate 32
   1. The Concept of Ripeness 33
B. Agreeing to Negotiate 34
   2. Avoiding a Fixation on Logistics 36
   3. With Whom? 36
C. Negotiating on Behalf of Another 37
   1. Why Hire a Negotiator? 38
   2. Constraints on Agents 38
      a. Negotiating Parameters 39
      b. Negotiating Instructions 39
      c. Negotiating Authority 40
      d. Restrictions versus Flexibility 40
   3. Advising a Client on Negotiation Matters 41
      a. An Interactive Process 41
      b. What Is the Question at Issue? 42
      c. The Interests/Positions Distinction 42
   4. Midstream Reporting 42
D. Preparing to Negotiate Well 43
   1. A Preparation Period 44
   2. Benefits of Assembling a Negotiating Team 44
3. Preparing the Team 45
   Box 2.1 — Team Preparation Questions  46
4. Difficulties of Team Negotiations 47
5. Differentiating Between Internal and External Negotiations 47
6. Common Problems of Internal Negotiations 48
E. Organizing Your Preparation 49
1. Uncovering Useful Information 49
   a. Data on Opposing Party 50
   b. Characteristics of Negotiating Counterpart 50
   Box 2.2 — Relevant Questions about One’s Counterpart 51
2. Analyzing the Problem or Opportunity 52
3. Planning to Make Points Effectively 52
   a. Thinking through Distribution Issues 53
   b. Considering the Creation of Value 54
F. Identifying Appropriate Goals 54
1. Why Set Explicit Goals? 54
2. What Goals Should Be Set? 55
3. Complexities in Setting Goals 56
   a. Goals That Set Precedents 56
   b. Converging and Conflicting Goals 56
   c. Multiple Goals 57
   d. Prioritizing Among and Assessing Goals 58
   Box 2.3 — Thinking about Goals 58
4. Common Errors to Avoid in Setting Goals 59
   a. The Problems of Undershooting and Overreaching 59
   b. The Problem of Cramped Thinking 59
   c. The Problem of Becoming Distracted 60
G. Final Preparation 60
1. Drawing Up a Preparation Memorandum 60
2. Practicing for an Important Negotiation 62
Notes 63
Checkpoints 65

Chapter 3 · Initiating Talks: Launching a Negotiation Productively 67
Roadmap 67
A. Building Productive Relations 68
1. The Content of a Positive Working Relationship 69
2. Developing Good Working Relations 70
   a. Drawing on the Similarity Principle 71
b. Demonstrating Respect for the Other Side 71
  c. Showing One’s Reliability 72
  d. Avoiding Imposing Conditions 73
B. Gaining Your Counterpart’s Trust 73
  1. How Trust Can Be Beneficial 74
  2. Sources and Signs of Distrust 74
  3. Proceeding Independent of Trust 76
C. Setting a Tone 76
  1. The Range of Possible Tones 77
  2. Establishing a Constructive Tone 78
  3. Changing a Negative Tone 78
    a. Using Humor 79
D. Creating an Agenda 80
  1. Why Have an Agenda? 81
  2. Negotiating the Agenda 81
    a. Strategic Implications of Agendas 82
    b. Amending Agendas 83
  3. Resolving or Tabling Agenda Items 83
E. The Importance of Posing Questions 84
  1. Using Questions to Advance Understanding 85
  2. Varieties of Questions to Ask 86
    a. Generic Questions 86
    b. Specific Questions 87
    c. Hypothetical Questions 87
  3. Techniques of Asking Questions 87
    a. Formulating Questions 87
    b. Discarding Counter-Productive Questions 88
    c. The Timing of Questions 89
F. The Importance of Listening 89
  1. The Concept of Active Listening 90
G. Using and Reading Body Language 92
  1. Communicating through Expressions and Actions 92
  2. Being Alert to Body Language 93
Notes 95
Checkpoints 98

Chapter 4 · Getting Down to Substance: Working with Interests 101
  Roadmap 101
  A. Moving Beyond Positions into Interests 102
1. Different Uses of the Term *Interest* 102
   a. Stakes versus Preferences 103
   b. Objective versus Subjective Interests 103
B. Prioritizing, Analyzing, and Working with Interests 105
   1. Categorizing Interests 105
   2. Appraising the Spectrum of Interests 106
      a. Separate Interests 106
      b. Shared Interests 106
      c. Dovetailing Interests 108
      d. Tangible and Intangible Interests 108
      e. Conflicting and Inconsistent Interests 110
      f. Needs and Values 111
C. Discussing Interests Productively 112
   1. Aim for a Close Understanding of Interests 112
   2. Probe to Better Grasp Their Interests 113
   3. Cab Driver Example 114
   4. Discussing Your Own Interests 116
D. Sharing Information: Pros and Cons 117
   1. Why You Reveal Information 117
   2. Why You Withhold Some Information 119
   3. The Dangers of Sugarcoating Matters 120
   4. Thinking Ahead about Information Sharing 121
   5. Learning about What Concerns the Other Side 121
      a. Frank Disclosure of Concerns 121
      b. Strategic Misrepresentation about Concerns 122
      c. Trying to Determine Hidden Concerns 123
      d. Thinking through Certain Concerns Together 123
E. Creating an Interest-Based Resolution 124
   1. Moving on From an Interests Discussion 126
      *Box 4.1 — Formulating an Interest-Based Resolution* 126
Notes 127
Checkpoints 129

Chapter 5 · Analyzing Walk-Away Alternatives, Leverage, and Power 131
Roadmap 131
A. Assessing Walk-Away Alternatives 132
   1. The BATNA Concept 132
   2. A Reservation Price or Value 133
   3. The Purposes of BATNA Analysis 135
a. Accepting or Rejecting Offers 135  
b. Implications of Weak and Strong BATNAs 135  
c. When a BATNA Is Underestimated 136  
d. When a BATNA Is Overestimated 137  
4. Potential BATNA Complexities 138  
5. BATNAs and Negotiation Strategies 139  
B. Referring to BATNAs 140  
1. Sensitivities Concerning BATNA Discussions 140  
2. When BATNA Discussions Are Useful 141  
C. Factoring Leverage Into the Negotiation 141  
1. The Concept of Leverage 141  
2. Appraising the Leverage of the Parties 143  
   a. The Strength of Wants and Needs 143  
   b. Urgency: The Pinch of Time 144  
   c. The Ability to Take Away Something of Value 145  
   d. Normative Leverage 145  
3. Using and Countering Leverage 146  
   a. Working with Coalitions 147  
   b. The Pros and Cons of Coalitions 148  
D. What Brings Power to a Negotiator? 149  
   Box 5.1 — Leverage Questions 149  
1. Authority and Negotiating Power 150  
2. Means and Negotiating Power 151  
   Box 5.2 — Sources of Power for Organizations 151  
3. Capabilities and Negotiating Power 153  
4. Assessing Negotiating Power 153  
5. Power and the “Shadow Negotiation” 154  
E. Conclusion 155  
Notes 156  
Checkpoints 158  

Chapter 6 · Problem-Solving: Putting Objective Criteria and Creative Options to Work and Dealing Effectively with Impasses 161  
Roadmap 161  
A. Dealing with Issues of Distributional Bargaining 162  
   1. Look for Neutral Standards and Objective Criteria 163  
      Box 6.1 — Finding Relevant Standards 165  
   2. Determining Which Standard to Use 166  
   3. Calling on Principles 168
B. Devising Creative Options 168
   1. Pre-Negotiation Preparation and Thinking on One’s Feet 170
   2. The Importance of Timing 171
   3. Inspiring Creativity 171
C. The Process of Brainstorming 172
   1. Different Varieties of Brainstorming 173
   2. The Art of Brainstorming Effectively 174
   3. The Occasional Reluctance to Brainstorm 175
   4. Alerting One’s Counterpart to Brainstorming 176
   5. Alternatives to Traditional Brainstorming 177
D. When Impasses Arise 177
   1. Claiming and Positional Deadlocks 177
   2. Psychological Barriers 178
E. Techniques for Overcoming Stalemates 179
   1. Try to “Build a Golden Bridge” 179
   2. Make Trades 180
      a. Trade-Offs 180
      b. Trade across Issues 181
   3. Fractionate or Enlarge the Negotiation 183
   4. Fashion a Contingent Agreement 184
      a. Formulaic Negotiation 185
      b. Types of Contingent Agreements 185
      c. Possible Problems with Contingent Agreements 186
   5. Introduce Calculated Ambiguity 187
F. Conclusion 188

Notes 190
Checkpoints 193

Chapter 7 · Overcoming Personality Conflicts and Pressure Tactics 195

Roadmap 195
A. Hard versus Soft Bargainers 196
   1. Characteristics of a Hard Bargainer 197
   2. Characteristics of a Soft Bargainer 197
   3. Assessing Hard and Soft Bargaining 198
   4. Responding to Hard Bargainers 199
B. Recognizing Partisan Perceptions 200
   1. Problems Caused by Partisan Perceptions 200
      a. Distorted Analysis 200
      b. Fears of Possible Actions 201
C. Emotion, Anger, and Offensive Comments 202
   1. The Presence of Emotion in Negotiation 202
   2. Productive Uses of Emotion 203
   3. Problematic Emotions in Negotiation 203
   4. Causes of Anger during Negotiations 204
      a. Accidental Inflammatory Statements 204
      b. Purposeful Inflammatory Statements 206
D. Other Pressure Tactics 207
   1. Threats 208
      a. Effective and Ineffective Threats 208
      b. Dangers Associated with Threats 209
      c. Threats versus Warnings 209
      d. Responding to Threats 210
   2. Time Pressures 211
      a. Deadlines: Real and Artificial 211
      b. Exploding Offers 212
      c. Problems with Timing Pressures 212
      d. Countering Deadlines 213
E. Managing Interpersonal Difficulties 214
   1. Improve Poor Working Relations 214
   2. Permit a Party to Vent 215
   3. Alter the Negotiating Process 216
   4. Make Amends for Your Contributions 217
      a. Apologies 218
         Box 7.1 — Useful Considerations in Formulating an Apology 219
   5. Choice of Responses When Offended 220
      a. Make a Considered Decision about a Response 220
      b. Handling an Offensive Comment 220
   6. Handling Difficult Negotiators in a Group Negotiation 222
      a. Working on Their Allies 223
      b. Cutting Out a Problematic Party 223
F. Conclusion 224
Notes 225
Checkpoints 228

Chapter 8 · Closing a Deal: Reaching a Worthwhile Agreement 231
Roadmap 231
A. Timing during the Closing Phase 232
   1. Deadlines and Fading Opportunities 233
2. Rushing to Close

B. Useful Steps in Closing a Deal
   1. Summarizing the Ground Covered
   2. Covering Blue Chip and Ancillary Issues
   3. Thinking through Problems and Opportunities
      a. Contingencies
   4. Emphasizing Their Contributions When Possible
      
      *Box 8.1 — Questions to Consider in the Closing Phase*

C. Formulating a Proposal
   
   *Box 8.2 — When Are You Ready to Close a Deal?*
   1. A “Yesable” Proposition
   2. Have the Offer Speak to Your Counterpart
   3. Make the Offer Credible
   4. Explain Your Reasoning

D. Making Commitments
   1. Guarding against Over-Commitments
   2. Ensuring That Commitments Are Honored

E. The Decision to Accept or Reject a Proposal
   1. Appraising a Possible Deal
      a. The Future Outlook
      b. The Distribution of Pros and Cons
      c. The Nature of the Commitments
      d. Implementation
      e. Expanding the Pie
   2. Deciding to Turn Down a Potential Deal
   3. Opting to Postpone a Final Resolution

F. Drafting an Effective Agreement
   1. Drafting Mechanics
   2. Starting with a Template or Framework Agreement
      
      *Box 8.3 — Who Drafts the Agreement*
   4. Aiming for a Clear and Coherent Agreement
   5. Illustrative Provisions
      a. A Dispute-Resolution Clause
      b. Allocating Risks
      c. Particular International Considerations

G. Gaining Client or Constituent Approval
   1. Sharing Credit and Saving Face
   2. Looking to the Future
Chapter 9 · Contending with Cultural Differences: Navigating Cross-Cultural Complications and Opportunities

Roadmap

A. What Is Meant by Culture?
   1. How the Concept Is Used
      a. The Influence of Deep Culture
      b. The Evolution of Cultures
   2. The Varieties of Cultures
      a. Regional and National Cultures
      b. High-Context and Low-Context Cultures
      c. Ethnic, Religious, and Occupational Cultures
      d. Sub-Cultures and Supra-Cultures

B. Communication, Language, and Culture
   1. Non-Verbal Communication
   2. Verbal Communication
      a. Differences in Meaning
      b. Use of Interpreters
      c. Gamesmanship
      d. Language as a “Layer of Culture”

C. The Significance of Culture for Negotiators
   1. The Advocates: Culture as Vitally Important
      a. Culture and Proper Behavior
      b. Cultural Understanding
      c. Culture and Reasoning
   2. The Skeptics: Culture as Confusing and Misleading
      a. Generalizations about Culture
      b. Individual Variations within Cultures
      c. The Impact of Multiple Cultures

D. National Negotiating Characteristics
   1. A Profile of a Typical Japanese Negotiator
      a. Common Characteristics
      b. The Group or Organizational Consensus
      c. Thought Processes and Strategy

E. Culture and Negotiation Strategy
   Box 9.1 — Preparing to Negotiate Across Cultures
   1. Developing Positive Working Relations
## CONTENTS

2. Helping One’s Counterpart to Save Face 293  
3. Legal Cultures 294  
F. Conclusion 296  
Notes 298  
Checkpoints 301  

Chapter 10 · Ethical Negotiation: Distinguishing Proper from Improper Behavior 303  

Roadmap 303  

A. Different Standards 306  
1. Legal Principles 306  
2. Ethical Guidelines 307  
3. Moral Standards 309  
4. Practical or Utilitarian Considerations 311  

B. Disclosure, Non-Disclosure, and Deceit 312  
   
Box 10.1 — Illustrating Problems of Disclosure and Non-Disclosure 313  
1. Lies 314  
2. Omissions 315  
3. Guarding against Being Deceived 316  
   a. A Compelling Motive to Deceive 316  
   b. Difficult to Verify Matters 317  
   c. No Continuing Relations 317  
4. Uncovering or Warding Off Deceptive Practices 317  
   a. Using Questions to Counter Deception 318  
   b. Correcting Unethical Approaches 319  

C. Other Particular Ethical Issues 319  
1. Dirty Tricks 319  
2. Puffing 321  
3. Bluffing 322  
4. False Statements as to Authority 323  
5. Major Errors and Misunderstandings 324  

D. Ethical Issues Regarding Principals and Agents 325  
1. Fiduciary Relations 326  
2. Incentive Structures 326  
3. Ethical Problems Associated with Mid-Stream Reporting 327  

E. What Is Meant by Negotiating in Good and Bad Faith? 328  

Notes 329  
Checkpoints 332
Chapter 11 · Conclusion: Formulating and Implementing Effective Strategies

Roadmap

A. Creating an Effective Strategy
   1. Leading Versus Reacting
   2. Checklist versus Packaging Negotiations
      a. The Nature of a Checklist Negotiation
      b. The Nature of a Packaging Negotiation
      c. Advantages to a Checklist Approach
      d. Advantages to a Packaging Approach
   3. The Components of a Negotiating Strategy

Box 11.1 — A Negotiation Strategy Checklist

B. Identifying Special Circumstances
   1. Preconceived Drafts and Pattern Bargaining
   2. E-Mail Negotiations
      a. Singular Aspects of E-Mail Negotiations
      b. Advantages to Negotiating by E-Mail
      c. Disadvantages to Negotiating by E-Mail
      d. Negotiating Effectively by E-Mail
   3. Renegotiations
      a. Examples
      b. Why Renegotiate?
      c. Varieties of Renegotiation
   4. Multi-Party Negotiations
      a. Convening the Parties
      b. Coming to a Decision: Vote or Consensus
      c. Working with Diverse Perspectives
      d. Communication Problems
      e. Organizing a Sizeable Group
      f. Using Caucuses
   C. Reviewing What Occurred and Improving Future Strategies

Self-Quiz to Take After an Important Negotiation
Notes
Checkpoints

Mastering Negotiation Master Checklist

Appendix 1 · Linguistics and Negotiation
A. Choosing Effective Language
CONTENTS

1. Clarifying Phrases 389
2. Guiding Phrases 391
3. Challenging Phrases 392
4. Deflecting or Circumventing Phrases 393
5. Closing Phrases 393

Notes 394

Glossary of Negotiation Terms 395

Notes 408

Bibliography 409

Index 423
Series Editor’s Foreword

The Carolina Academic Press Mastering Series is designed to provide you with a tool that will enable you to easily and efficiently “master” the substance and content of law school courses. Throughout the series, the focus is on quality writing that makes legal concepts understandable. As a result, the series is designed to be easy to read and is not unduly cluttered with footnotes or cites to secondary sources.

In order to facilitate student mastery of topics, the Mastering Series includes a number of pedagogical features designed to improve learning and retention. At the beginning of each chapter, you will find a “Roadmap” that tells you about the chapter and provides you with a sense of the material that you will cover. A “Checkpoint” at the end of each chapter encourages you to stop and review the key concepts, reiterating what you have learned. Throughout the book, key terms are explained and emphasized. Finally, a “Master Checklist” at the end of each book reinforces what you have learned and helps you identify any areas that need review or further study.

We hope that you will enjoy studying with, and learning from, the Mastering Series.

Russell L. Weaver
Professor of Law & Distinguished University Scholar
University of Louisville, Louis D. Brandeis School of Law
Preface

*Mastering Negotiation* addresses those who are being taught or already know something about the subject of negotiation, whether through course work, via the counsel of professors or mentors, or through past personal or professional negotiation experiences. It aims to provide these negotiators with keener analysis, better organized approaches, additional insights and ideas, and more sophisticated strategies.

The book looks to synthesize the best current thinking about how to negotiate adeptly. It particularly aims to bring together the most useful ideas advanced by the array of scholars whose writing in one way or another has built on the foundational work, *Getting to Yes*. *Mastering Negotiation* aims to accomplish this in a practical approach that provides the reader with a toolbox of effective concepts—some basic, others intermediate, and still others quite advanced.

In trying to go beyond cataloguing bits and pieces of advice and setting out useful principles, *Mastering Negotiation* proceeds through phases of a typical set of talks from pre-negotiation to the closing of a deal. Thinking about negotiation via stages is a useful organizing concept, but its limitations should also be noted. Communication in an advanced negotiation is often free-flowing. The beginning of one phase and the end of another may not be clear-cut. The sequence of the stages may well be shuffled, and negotiators will sometimes double-back or jump ahead or even skip over something.

*Mastering Negotiation* also provides counsel on how to overcome various difficulties that commonly arise in negotiation. Particular chapters explore how best to overcome impasses, interpersonal problems, and ethical issues. The book features a chapter on cross-cultural complications and opportunities that speaks to some of the important needs of legal and other professionals operating abroad. Chapter by chapter, *Mastering Negotiation* is designed to help negotiators to plan a strategy that will provide the best chance for them to reach a positive resolution.

“Ours is an age of negotiation,” it has been said, with rules, roles, and relations constantly being talked over and talked out.¹ In recent decades indi-
individuals, groups, and organizations have shifted the way that they make many decisions. Rather than a society characterized by hierarchy and top-down orders flowing from an authority to subordinates, decision-making in business, politics, and personal life has tended to become more horizontal, a development that has brought negotiation skills to the forefront of many careers.2

People in all walks of life negotiate constantly, though often without carefully analyzing just what they are doing. A relative few think critically about how exactly to negotiate effectively. And, while lawyers, executives, diplomats, and various other professionals spend much time negotiating, the negotiation skill set differs in important regards from that of the other daily activities of a litigator, business manager, or foreign policymaker.

Furthermore, while negotiation is regularly done by virtually everyone, it is not easily done, particularly in the advanced negotiations that are our special focus. French statesman François de Callières declared that negotiation “demands all the penetration, all the dexterity, all the suppleness which a man can well possess. It requires widespread understanding and knowledge, and above all a correct and piercing discernment.”3 The chapters that follow aim to help the reader along toward mastering the elements of highly effective negotiation.

Notes

About the Author

A graduate of Harvard Law School, the University of Virginia, and Dartmouth College and a former practicing attorney at Mintz, Levin, Cohn, Ferris, Glovsky, and Popeo, P.C., in Boston, Michael Fowler is now Professor of Political Science at the University of Louisville. Twice a Fulbright Scholar to Japan and twice a visiting professor for Semester at Sea, Professor Fowler was the founding director of University of Louisville’s Muhammad Ali Institute for Peace and Justice and has been awarded the University’s Exemplary Multicultural Teaching Award and its Distinguished International Service Award.

A negotiation consultant for clients in the public and private sectors, Michael Fowler has conducted negotiation training courses, seminars, or workshops for lawyers, diplomats, professors, military officers, business executives, and human resources professionals as well as for high school, undergraduate, and graduate students. He has lectured in Argentina, Australia, China, Costa Rica, Ecuador, Italy, Japan, Laos, Mexico, Northern Ireland, Panama, Venezuela, and Vietnam. Among the groups he has worked with are the Louisville Human Relations Commission, the National Forum for Black Public Administrators, and the Guatemalan Electoral Office, as well as the Diplomatic Academy of Vietnam and the Institute of Foreign Affairs in Laos, the training wings of those countries’ ministries of foreign affairs.

With Mastering Negotiation, Professor Fowler has published seven books as well as articles in such scholarly journals as the Harvard Negotiation Law Review, the Ohio State Journal on Dispute Resolution, and Review of International Studies. Fowler’s written work has been assigned in courses at various universities, including Stanford, Columbia, and the Fletcher School of Law and Diplomacy at Tufts.

Michael Fowler’s best known works are Bribes, Bullets, and Intimidation: Drug Trafficking and the Law in Central America (Pennsylvania State University Press, 2012), Law, Power, and the Sovereign State: The Evolution and Application of the Concept of Sovereignty (Penn State Press, 1995), both co-authored with Julie M. Bunck, Envisioning Reform: Enhancing UN Accountability in the 21st

William Walker of the University of Toronto termed Bribes, Bullets, and Intimidation “an exceptional study,” and Peter Andreas of Brown University predicted that it “will instantly become the reference book for understanding the role of Central America in the international drug trade and the profound impact of the trade on the region’s countries.” Richard Falk of Princeton called Law, Power, and the Sovereign State an “invaluable study of sovereignty [that] explores anew one of the most enduring ideas in political theory and illumines with lucidity the changing nature of the sovereign state.” Nobel Peace Prize Laureate Martti Ahtisaari termed Envisioning Reform a “timely and valuable contribution” toward the objective of providing “much more serious attention . . . [to] global governance wherein the organizations in the UN system are to play a pivotal role.” Historian William Manchester of Wesleyan University wrote of Thinking About Human Rights that Michael Fowler “provides us with the first lucid, comprehensive analysis of the varied approaches to human rights and achieves the highest goal of a profound writer: he makes us make up our own minds.” Kenneth W. Thompson of the University of Virginia observed of this work: “[O]ne of the nation’s emerging intellectual leaders. . . provides a full and illuminating account of recent American thought on human rights and a penetrating analysis of the major issues.” Henry Abraham of the University of Virginia called With Justice For All? “A welcome, objective, no-nonsense account of the American legal system — where it is and where it ought to be.”