

of the Department of State, Mosley used to great effect the knowledge gained in his previous employ with Gusti and demonstrated his knowledge as one of the more well-versed members on Transylvanian and Romanian history. Professor Pușcaș' book gives a vivid presentation of the trials of the postwar period and is useful to readers in gaining an understanding of the matters regarding Romanian territories. The sequence of the book returns the reader to Mosely's homecoming to academia after the war. He continued to stay active in research and opinion pieces in global politics throughout the Cold War and until his death, and these pieces and recommendations found use in US security and defense agencies. Mosely was one of the very men that advocated that the US military include area studies into the professional education of the officer corps. These types of area studies remain a key component to a US military officer's post university education to this day.

One parting recommendation for a reader less familiar with the works of D. Gusti, or of sociology in general, is that they may want to start with reading the preface written by Professor Pușcaș, followed by reading some of Mosely's works in the Annex. As one originally unfamiliar with the works of Gusti I found some clarity later on while reading Mosely's summary of this unique method of research. I likewise better understood the context and necessity of the sociological research in the remote Romanian villages after reading of the rural foundational base of emergent Romania in Mosely's article in *Foreign Affairs*. Additionally, reading some of the original works of the biographical subject before delving into the heart of the book will give a clear picture of Mosely's compassion and humanity towards those he so intently studied and sought to understand. His essay regarding the partition of Transylvania accurately portrays a man well versed in the issues and

questions regarding the region and gives the impression of a scholar with a keen intellect and understanding of the political landscape of Southeastern Europe.

Professor Pușcaș concludes this deeply researched and well written book with a salient passage explaining that though Mosely had prepared to become a historian, the various interdisciplinary methods he studied brought him to the boundaries of sociology, anthropology, economics, psychology, and the study of politics and international relations. A key takeaway of the book is the benefit of rigorous scientific methods that Mosely learned under the tutelage of D. Gusti—knowledge that would serve him the rest of this life. Professor Pușcaș' writing is salient and crisp and the collection of included essays are interesting and enlightening. Any budding or experienced scholars looking to further their knowledge of the fascinating region of Southeastern Europe would do well by reading Vasile Pușcaș' interesting book on the life of Philip E. Mosely and his impact on Romanian and European affairs.

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CURTIS D. CORDON

MELANIA-GABRIELA CIOT
Negocieri internaționale

(International negotiations)

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THIS NEW work by Professor Melania-Gabriela Ciot helps to complete the puzzle of international negotiations on which Romanian researchers have been working over the years. This Romanian perspective of international negotiations has the concrete purpose of filling the academic void regarding this subject, something the author does with precision and excellence. Professor Ciot

is a reputable professor at Babeş-Bolyai University, director of the European Paradigm Doctoral School. She has written numerous specialized volumes of great academic importance that help to bring together the fields of international relations, negotiations, and psychology. While reading through this book, the reader quickly discovers that the author is deeply passionate about these fields of research.

Regarding the title, it is simple yet representative of the contents of the volume, and it effectively outlines the overarching purpose of the book. The book is structured in an easily manageable format which gives a clear linear understanding of the field of international negotiations. The work consists of a foreword, four distinct chapters (pp. 9–167), bibliographic notes (pp. 173–181), and finally, the index. In the foreword, the author introduces the current state of affairs regarding the research into international negotiations and defines some elements regarding international relations. Professor Ciot identifies, *ab initio*, the components that make up the complex and profound framework of negotiations in the globalized world of today.

In chapter one, the reader is introduced to an in-depth study of negotiations. The structure of international negotiations is fully outlined and the levels at which negotiations occur and interact are introduced. In the same vein, the writer highlights a new paradigm shift within the study of international negotiations. In the first chapter, the book also analyzes in-depth the perspectives of existing schools of thought regarding negotiations, and subsequently demonstrates the author's own considerations. The volume is a true literary work of art that makes for fascinating reading for anyone interested in the domains of international relations and international negotiations, regardless of their prior knowledge in the field. Further-

more, the author makes a nuanced division between the different types of negotiations by touching upon elements of business negotiations in a tangential way, including the components of the negotiation process and the perspectives of other authors.

Additionally, this first chapter introduces the reader to a series of approaches to negotiations. These range from taking into account different cultures to the understanding that relationships at the negotiating table must be adapted on a case-by-case basis. Based on theoretical and practical elements that the writer provides, the preliminary approaches to international negotiations are made crystal clear. The author depicts the components of the negotiation process and demonstrates that a proper understanding of the phases of the process will help the negotiators plan more effectively. Moreover, regarding the approach to the process, it was concluded that four approaches would be more effective to be considered, and these approaches are laid out in the book. Throughout the book, it is interesting to see how the author masterfully manages to combine concrete examples of negotiations in a pleasant and educational fashion. Through the examples of negotiations between nation-states and organizations etc., the author first orients the reader, and then traces the course of these negotiations starting from the circumstances in which the negotiations begin, toward the various forms the negotiations can take.

Professor Ciot brings the reader behind the scenes of the negotiation process and into the world of negotiations itself, showing the reader the most important aspects and the three phases of the process, which she separates and analyses effectively: (i) pre-negotiation, (ii) negotiation, (iii) post-negotiation. Significantly, a pertinent and legible analysis of the theories of negotiations follows, accompanied by case studies extracted from real world negotiations

conducted at the international level. The manner in which the content of the book flows facilitates a deep and thorough understanding. Regarding the first of the above-mentioned processes, the author highlights several agreements that need to be reached in this first stage of the negotiation, but also the difficulties that could occur and that could potentially jeopardize the final desired outcome of a negotiation. All things considered, the reader is shown that the preparation of the early stage of a negotiation is an essential element in the overarching structure.

Regarding the negotiation itself, the author underscores a series of important steps to follow as a guideline. These steps are listed as: define solutions, recognize formulas, select a formula, and outline the situations that could occur. Moreover, five types of equity are addressed and analyzed in the context of negotiations. At the end of the first chapter, the post-negotiation framework is outlined with aspects related to the formula embraced by the negotiating parties, and brings into consideration the general frameworks of agreement and how they can be influenced by various ways of presenting, framing, or perception. Following this chapter, the author's aim is to demonstrate to the reader the all-important aspect that the negotiating parties must be driven by concrete positions, and not be dominated by improvisation.

In the second chapter, the author approaches power as a central pillar in the analysis of negotiations and the reader is presented with the ways and means to cover the negotiation. Moreover, the chapter also demonstrates certain dimensions that are urgently needed in the sometimes-circuitous course of negotiations (strategies-alternatives-results). Bearing this in mind, the explanation continues to strategies and tactics, focusing on the types of strate-

gies used, with relevant examples for each. Furthermore, the concept of the acronym BATNA (Best Alternative to a Negotiated Agreement) is presented, this being a useful tool in the framework and, inter alia, elucidations of results and topics related to the bottom line and the demarcation line. In the same chapter Professor Ciot lays out the method of negotiation based on principles, going into its depths through an examination, carried out in a psychological manner, of what she calls structural points: people, interests, options, criteria. The foray into these last four points will give the reader a precise perspective on one's interaction with others, an elaborate knowledge of the negotiator's profile, and the possibility to observe certain issues from a different angle in order to find more solutions.

The third chapter complements some aspects that are addressed, *ab initio*, by authors versed in the field of psychology. The author deals with the inherent complexity of human nature in a generous manner that highlights intrinsic characteristics arising from the status of the negotiator. In this logic, the writer introduces us to an elaborate and documented style that is called the human factor, specifies the elements and techniques used, and treats the reader to concrete cases studies from the Middle East. She also introduces elements that are related to building credibility and to how knowledge of others in negotiations can build bridges. This is a true itinerary that allows a deepening of this discipline.

The fourth chapter is devoted exclusively to intercultural negotiations. Professor Ciot introduces the reader to the idea of culture and emphasizes its importance. A foray into several interpretive frameworks is next presented in which the author assigns particular meaning and highlights the values with which negotiators come into contact. Additionally, we are presented with

the arguments of specialists in the field regarding the impact that culture might have generally. The chapter focuses on culture, and principally on how it interferes with the whole pedantic process of negotiations. In other words, a wide range of variables are presented that could influence communication between cultures, and in this respect, the cleavages that might occur in the process. Just as importantly, this last chapter is an academic infiltration into different civilizations to help the reader put together a series of guidelines, rituals, and customs to which a negotiator should pay regard.

Given the above information, the book makes a special contribution to the academic community and enriches the literature in the sphere of international negotiations. The scientific contributions that the author has included in this volume are of great academic importance. The book allows us to discover the negotiation process and analyze various techniques and case studies in addition to the profile of the negotiator. Moreover, the style chosen to present all of the aforementioned information facilitates the learning process and stimulates knowledge.

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LIVIU-VASILE ȘERBAN

MELANIA-GABRIELA CIOT, ed.

Uniunea Europeană și Sistemul Internațional (Începutul secolului XXI)

(The European Union and the international system: The beginning of 21st century)

Cluj-Napoca: Presa Universitară Clujeană, 2021

THE PANDEMIC has made us aware of the role that epistemic communities play in society, as many of the decisions of political leaders during this period started

with pertinent views from these epistemic communities. From this point of view, the epistemic community in the field of International Relation and European Studies has begun to take shape in Romania through the contribution of the scientific papers of the academic environment and especially of the doctoral schools.

Thus, the field of International Relation and European Studies in Romania has been approached by several reputable universities from the Universitaria Consortium, which contribute to the development and promotion of scientific results in the field through scientific events and publications. One of these scientific events was the National Conference of Doctoral Students from the Universitaria Consortium, which was organized by Babeș-Bolyai University of Cluj-Napoca, for several fields of study. For the field of International Relations and European Studies, the academic event was organized by the European Paradigm Doctoral School, and it brought together over 40 Ph.D. candidates and researchers from the doctoral schools at the Academy of Economic Studies of Bucharest, the University of Bucharest, West University of Timișoara, Alexandru Ioan Cuza University of Iași, and last but not least from Babeș-Bolyai University. The contributions of the epistemic community gathered together in Cluj-Napoca were disseminated through the publication of this collective volume.

Edited by Prof. Melania-Gabriela Ciot, the volume presented here is and will certainly remain a point of reference for the Romanian epistemic community in the field of International Relations and European Studies, which required a deep reflection of some events—past, but especially present—that marked the European Union and the International System in general.

This is the third volume that Melania-Gabriela Ciot brings to the attention of the