

Larry Crump, PhD
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Negotiation research and teaching especially focused on international, multilateral, multiparty and organisational settings. Interested in the role of leaders, agents and constituents, teams, coalitions and third parties in commercial negotiations and trade treaty negotiations between governments. Expertise and substantial experience in international business and cross-cultural management, and familiarity with governmental and political processes. Extensive country-based knowledge of Australia, Japan, Singapore and the United States.

Career Overview

Employers:

School of International Business, Griffith University. Lecturer and Senior Lecturer (1995-2005). Brisbane Australia.

Self-Employed. International Management Consultant (1986-1994). Tokyo Japan.

Sophia University, Center for Extension Programs. Contract Lecturer (1986-1994). Tokyo Japan.

Nihon University, College of Commerce. Contract Lecturer (1992-1993). Tokyo Japan.

Council on International Educational Exchange (CIEE). Director of Japanese Business and Society Program (1990-1992). Tokyo Japan.

The Work Institute. Research Fellow (1985-1986). Tokyo Japan and Seattle Washington USA.

Washington State Government. Program Director (1982-1985). Chehalis Washington, USA.

Peoples' Organisation for Washington Energy Resources (POWER). Assistant Director and Acting Director (1980 – 1981). Olympia Washington, USA.

City of Metlakatla Alaska. Community Social Worker (1979). Metlakatla Alaska, USA.

Multiple Sclerosis Society of Utah. Social Worker (1977-1978). Salt Lake City, Utah, USA.

Utah State Prison. Diagnostic Unit Counsellor (1976-1977). Draper Utah, USA.

N & L Industries. Laboratory Technician (1975). Salt Lake City, Utah, USA.

Visiting Research Appointments:

Visiting Fellow – Institute for Southeast Asian Studies (ISEAS) Singapore, 2004.

Research Fellow – Australian Centre for Strategic Management, QUT, Brisbane, 1994-1995.

Career Details: Australia (1995 – 2005)

**School of International Business, 1995-2001
Department of International Business and Asian Studies, 2001-2005
Griffith University**

Research:

Major achievement: Co-editor (with Professor I. William Zartman of Johns Hopkins University, School of Advanced International Studies) of the 2003 *International Negotiation* journal (vol 8) with thematic issues on multilateral and multiparty negotiation and the management of complexity. Advisory Board member for the *Multiple Party Conflict, Decision and Negotiations* journal, an Internet-based journal (at: <http://www.ssrn.com/>) organised by the Harvard Program on Negotiation. Published *Integrative Strategy and Japanese Style Negotiation: A Comparative Analysis* (270 pages) in 1998. Presented papers at national and international conferences and published papers in respected international refereed journals. Opening speaker at the 11th annual conference of the Japan Institute of Negotiation.

Awards: Research grant from Griffith University to study the effective management of bilateral trade negotiations (Jan-July 2004). Recognition by Griffith University for “academic excellence” for a research program investigating multiparty negotiation theory and practice (November 2002). Recipient of Griffith Vice Chancellor’s Research Bursary for a research project on an integrated model of multiparty negotiation (1996-1999).

Journal Referee: *International Negotiation* (2001, 2002 and 2003), *International Journal of Conflict Management* (2003 and 2004), *Journal of Asia Pacific Economy* (2002 and 2003), *Management Case Study Review* journal (2001), *International Executive* (1997), and *World Development* (1996).

Conference Referee: International Association for Conflict Management (2000, 2001, 2002, 2003), Academy of Management (2004 and 2005), and Australia New Zealand International Business Association (2003).

Research work in progress:

(1) Managing Bilateral Trade Negotiations Effectively (supported by a Griffith University competitive research grant). Interviewed 86 trade negotiators and trade policy specialists in Canberra, Geneva, Singapore and Washington D.C. (Jan-July 2004) regarding three free trade negotiations: Singapore-Australia (11/2000-2/2003), US-Singapore (11/2000-5/2003) and Australia-US (11/2002-5/2004). Completed papers on (1) Concurrently linked negotiations and negotiation theory: An examination of bilateral trade negotiations in Australia, Singapore and the United States, (2) Toward a temporal model of negotiation linkage. Preparing a paper on (3) Bilateral utility in a multilateral world. Outlined papers on (4) Negotiation team–constituent relations in international trade negotiations: American, Australian and Singaporean models, and (5) International trade negotiations and negotiation system design.

(2) Multiparty Negotiation. Collaborating with Professor Lawrence E. Susskind (Massachusetts Institute of Technology) in establishing a depository of knowledge on multiparty negotiation by editing (Crump and Susskind) a five-volume set (2,500 pages) of previously published classic and cutting-edge articles on multiparty negotiation in settings such as international negotiations, public disputes, complex legal transactions and organisational and group negotiations. An introductory volume is planned with thematic volumes on the following topics international. Currently discussing this project with Ashgate Publishers (UK).

(3) Trade Negotiation and Developing Countries: The Doha Round. A workshop sponsored by the Griffith Asia Institute (GAI) and organised by Larry Crump and Javed Maswood (scheduled for August 2005). Workshop papers are to be published in a thematic issue of the *Journal of Asia Pacific Economy* guest edited by Crump and Maswood. Discussions are also under way to publish a book based on the knowledge gained through this workshop.

(4) Strategy, Choice and the Skilled Legal Negotiator. A paper prepared by Professor Jeff Giddings (Deputy Dean, Griffith Law School) and Larry Crump for submission to *The Australian Law Journal*.

(5) Party Unity, Disunity and Goal Achievement in Multiparty Negotiations. Paper Submitted to the *Negotiation Journal* following presentation at the 2003 annual conference of the International Association for Conflict Management (Melbourne, Australia).

(6) Collaborating with Dan Druckman (Professor of Conflict Resolution, George Mason University) in building a typology of negotiation linkage with plans to prepare a paper on this topic.

Teaching: Planned, developed, convene and/or teach the following courses:

Comparative Management (Dept. of International Business), 1995-2004
International Negotiation Skills (Graduate School of Management), 1996-2004
International Business Negotiation (Dept. of International Business), 1997-2004
International Business/Law Research Project (jointly sponsored course), 1995-2001
International Business Internship (Dept. of International Business), 1996
Law Negotiation Workshop (School of Law), 1999-2001
Introduction to International Business (Dept. of International Business), 1995-1996

Awards: “best teacher” by Griffith University Graduate School of Management for convening International Negotiation Skills in December 1999 and again in December 2001. High student evaluations consistently achieved in undergraduate courses.

Management: A Sample – Coordinated and presented Griffith’s application to join PACIBER (Pacific Asian Consortium for International Business Education & Research) – the 1st Australian University invited to join PACIBER. Supervised and coordinated the creation and construction of a new web site for the School of International Business (at: <http://www.gu.edu.au/school/iba/>). International Committee member and Administrative Structures Committee member for the Griffith Business Group. Chair of the IB Strategic Alliance Task Force. Member of IB School Committee, IB-Law Coordinating Committee and other academic committees.

Service to the Community: A Sample – Offered an intensive course on international negotiation and management at The University of Cooperative Education (Berufsakademie) in Mosbach Germany (2004). Provided negotiation training to Minter Ellison Lawyers (2000, 2001 and 2003). Served as a confidential adviser to the Consulate-General of Japan (2001). Offered cross-cultural negotiation training at the AIESEC Leadership Development Seminar (2003 and 2004). Judge for the annual Australian Law-Negotiation Competition (2000 and 2001). Chair of a panel discussion on International Negotiation sponsored by the Australian Institute of Management (2000). Invited to testify before the Australian Senate Foreign Affairs Committee “Inquiry into Japan” on Enhancing Australian – Japanese relations (1999). Adviser to the Coordinator of the Brisbane YMCA Earthquake Relief Effort in raising over \$5,000 for victims of the 1995 Kobe earthquake.

Career Details: Japan (1985 – 1994)

**Self-employed International Management Consultant
Tokyo, 1986 – 1994**

Specialised in human resource management consultation, negotiation consultation and training. Marketing, delivering and evaluating professional services and maintaining client relations. Clients include: Alps Electric, Nippon Life Insurance, Jardine Matheson, NEC, Nomura Securities, Business Research Institute, NHK, Sterling-Winthrop, Honda, Dentsu, Seiko Epson, Mac-Millian Bloedel, APEC and many other companies. A sampling of key accomplishments include:

Consultant to APEC (Asia Pacific Economic Cooperation). Assisted Business Management Network (APEC task force) to conduct planning for management education in the Asia-Pacific.

Primary consultant to HR strategic management team in opening a new electronics factory in Malaysia. Assisted in hiring key personnel in Malaysia and bringing fifty Malay engineers to Japan for extensive quality control, engineering and production training.

Contracted to respond to a labour dispute involving Japan, Brazil and the International Labor Organisation (in Geneva). Conflict de-escalated eventually and industrial relations improved.

Decreased costs while facilitating corporate internationalisation by designing an international HRM audit and later drafting international corporate expat policies based on audit results.

Organisational development consultant for Hong Kong-British trading company. Coordinator of a middle-managers forum to establish a new vision after a period of employee retrenchment.

Strategic planning consultant in internationalising a major Japanese electronics company by helping them hire their first group of non-Japanese employees (preparing company's first employee handbook, planning training, recruiting, assisting on visa issues, employee contract negotiations, supervision, appraisal, etc). Five years later 17 of 20 foreign engineers were still employed by this company in factories throughout Japan.

German and Japanese companies reached an agreement to investigate the possibility of joint auto production in Spain. Provided consultation to German negotiators.

Prepared personnel policy manual for Japanese sales office in Singapore.

Lecturer for American, Australian and European MBA and Law students brought to Japan by Nippon Life Insurance through the Nissay Seminar Program. Offered balanced enlightenment.

Sophia University, Center for Extension Programs, Contract Lecturer. Offering classes in Effective Cross-Cultural Management, International Negotiation, and Business and Culture.

Nihon University, Contract Lecturer. International Management.

Business Research Institute, Contract Trainer. International Negotiation.

Fujitsu Institute of Management, Contract Trainer. International Negotiation.

Provided pre-departure strategic management training and negotiation training to companies in the electronic, financial, construction, automobile, and other economic sectors.

**Director of the Japanese Business & Society Program, Tokyo
Council on International Educational Exchange (CIEE), 1990 – 1992**

Administrator for an international education program established by an academic consortium of two hundred, mostly American, universities. Major accomplishments include (1) effectively managing operations by supervising up to 14 full-time and part-time staff aimed at providing an international education to undergraduate and graduate student groups; (2) strategically relocated program from the Tokyo fringe to central Tokyo, while continuing to operate within budget resulting in: increased managerial control over the academic program, association with a more prestigious academic institution, and a higher quality learning environment for students; and (3) prepared strategic plan to move from a semester only program to a full year program.

**Research Fellow, The Work Institute
Tokyo and Seattle 1985 – 1986**

Program of research in Japanese management, business and society. Interviewed 120 people in business, labour, governmental, consumer cooperative and academic sectors of Japanese society in Tokyo, Hokkaido, Kobe and Osaka. Published articles – see publication list.

***Career Details: United States of America (1975 – 1985)
Washington, Alaska and Utah***

Washington State Government, Program Director. Supervision of a seven person team. Program planning, development and implementation. Member of state level policy committee. Coordinator of staff training. Developed and presented team-building training program for government supervisors and their employees (1982 – 1985).

National Association of Social Workers, Legislative Representative. Lobbyist in the Washington State Legislature for a professional association. Influenced employment, human service and energy legislation (1982).

Advanced Human Resource Management (AHRM), Consultant. A corporation organised by myself under Washington state laws. Did not earn one single dollar but learned invaluable lessons (1981 – 1982).

Peoples' Organisation for Washington Energy Resources (POWER), Assistant Director and Acting Director. Manager of a consumer law program aimed at influencing electric utility regulation. Influenced utility policy in 12 federal and state interventions (1980 – 1981).

City of Metlakatla Alaska, Community Social Worker. Planning and service delivery for a community of one thousand native American Indians (1979).

Multiple Sclerosis Society of Utah, Social Worker. Direct service and community organising for patients inflicted with multiple sclerosis (1977 – 1978).

Utah State Prison, Counsellor. Diagnostic Unit counselling, assessment and inmate control (1976 – 1977).

N & L Industries, Laboratory Technician. Magnesium extraction from the Great Salt Lake (1975).

Academic Credentials

Doctor of Philosophy. 2002. Griffith University, School of Law. Brisbane, Queensland (1995-2002, part-time). Doctoral thesis: An Integrated Model of Multiparty Negotiation.

Masters of Social Work. 1979. University of Utah, School of Social Work. Salt Lake City, Utah (1976-1979, one year full-time and two years part-time). Masters dissertation: A Process and Outcome Evaluation of a Medical Clinic at a University Hospital.

Bachelor of Science, Sociology and Psychology with a minor in Organic Chemistry. 1975. Utah State University. Logan, Utah (1971-1975, four years full-time).

Additional Qualifications

Seminar: Negotiating Multiparty Disputes. 2001. Conducted by MIT (Massachusetts Institute of Technology) and sponsored by the University of Technology Sydney (Sydney, NSW).

Seminar: Teaching Negotiation in the Corporation. 1990. Conducted by the Program on Negotiation at Harvard Law School (Cambridge, Massachusetts).

Publications

Books

Crump, L. 1998. Nihonjin no tameno Harvard-ryu Koshojutsu. (English title: Integrative Strategy and Japanese Style Negotiation: A Comparative Analysis). Tokyo: Nihon Noritsu Kyokai (270 pages).

Crump, L. 1995. Koshojutsu: Nintendo Dai-League wo Kau. (English title: Negotiation Skill: How Nintendo Purchased a Major League Baseball Team). Tokyo: Bungeishunju, Ltd. (405 pages).

Publications in Referred Journals

Crump, L. 2003. Multiparty negotiation and the management of complexity. *International Negotiation*, 8(2), 189-195.

Crump, L. and I. Glendon. 2003. Towards a multiparty negotiation paradigm. *International Negotiation*, 8(2), 197-234.

Crump, L. and I. W. Zartman. 2003. Multilateral negotiation and the management of complexity. *International Negotiation*, 8(1), 1-5.

Crump, L. 1989. Japanese managers – Western workers: Cross-cultural training and development issues. *The Journal of Management Development*, 8(4), 48-55.

Crump, L. 1989. Planning and strategy in Japanese – Western negotiations. *The Study of Business and Industry*, 6, 43-65.

Crump, L. 1987. The economic sector of Japanese society. *International Social Work* 30(4), 343-351.

Crump, L, D. Nunes, and E. Crossman. 1977. The effects of litter on littering behavior in a forest environment. *Environment and Behavior*, 9(1), 137-146.

Editorial Projects

Co-editor (with Professor I. William Zartman of Johns Hopkins University, School of Advanced International Studies, Washington D.C.) of the 2003 International Negotiation journal (vol. 8) with a thematic issue on multilateral and multiparty negotiation and the management of complexity.

Advisory Board Member. Multiple Party, Conflict, Decision and Negotiations journal, an Internet based journal (at: <http://www.ssrn.com/>) organised by the Harvard Program on Negotiation and sponsored by the Social Science Research Network (SSRN).

Book Chapters and Conference Proceedings

Crump, L. In print. Inter-organizational negotiation: Team dynamics and goal attainment. In G. O. Faure (Ed.), *La Negociation: Regards sur sa diversite*. Paris: Publibook.

Crump, L. 2003. Understanding multiparty negotiation theory. In T. Fujita (Ed.), *Negotiation Handbook*. Tokyo: Toyo Keizei Shimposha.

Crump, L. 2003. Inter-organizational negotiation, team dynamics and goal attainment. In T. Robin (Ed.), *First International Biennale on Negotiation: Conference Proceedings*. Paris, France: NEGOCIA.

Crump, L. 2002. Coalition behavior, unity and disunity in inter-organizational and intra-organizational negotiations. In A. P. Lempereur (Ed.), *International Association for Conflict Management 14th Annual Conference: Proceedings*. Cergy, France: ESSEC IRENE.

Crump, L. and I. Glendon. 2001. A multiparty negotiation framework. In B. Evans-Kent and R. Bleiker (Eds.), *Rethinking Humanitarianism: Conference Proceedings*. University of Queensland.

Crump, L., I. Glendon, and G. Bamber. 2000. Coalition formation: An integrated perspective of causality and process. In A. Langlely (Ed.), *International Federation for Scholarly Associations of Management: Conference Proceedings*. Montreal, Canada: Universite du Quebec a Montreal.

Crump, L. 1997. Integrating coalition theory and third party theory: Toward a comprehensive model of multiparty negotiation. In N. Harrison (Ed.), *Decision Science Institute International Conference Proceedings*. Sydney: Woodslane Pitman.

Crump, L. 1988. Management insights for the American workplace. In P. R. Keys and L. Ginsberg (Eds.), *New Management and Human Services*. Silver Spring, MD: NASW Press.

Other Publications

Crump, L. 2005. Hong Kong property deal (2nd edition). A negotiation case study distributed by the Harvard Program on Negotiation (PON). Boston, MA: PON.

Crump, L. 2003. Goal achievement and inter-organizational negotiation team dynamics. *Multiple Party Conflict, Decision and Negotiations*, 2(1). Available via internet at: <http://www.SSRN.Com/>

Crump, L. 2002. Breakthrough international negotiation – A book review. *International Journal of Conflict Management*, 13(1), 95-100.

Crump, L. 1995. Reasons behind the Major League baseball strike: The realities of MLB team management. *Number*, 367(6), 66-69.

- Crump, L. 1990. Developing effective personnel for international business. *Management Japan*, 23(2), 31-36.
- Crump, L. 1990. Tactics for successful international business relations. I.R. Digest of the Research Institute of Industrial Relations, Spring, 8-13.
- Crump, L. 1989. Bridging the negotiation gap. 1989. *Business Research*, 11(785), 59-65.
- Crump, L. 1989. Japanese human resource management. *Fukushi-Tenbo*, 8, 44-45.
- Crump, L. 1989. International negotiation: Patterns of Japanese-Western conflict. *Japan Journal of Negotiation*, 1(1), 51-54.
- Ozawa, S. and L. Crump. 1989. Economic strategies for community development and social welfare. *Human Development: Linkage Asia*, 2, 32-45.
- Crump, L. 1989. One way ahead: Bridging the negotiation gap. *Speaking of Japan*, 10(103), 11-16.
- Crump, L. 1988. Planning, strategy and power in international negotiations. *American Chamber of Commerce in Japan*, 25(5), 67-71.
- Shimada, K. and L. Crump. 1988. Japanese consumer co-operatives. Tokyo: The Japanese Consumers' Co-operative Union, 1-22.
- Crump, L. 1988. The co-op and society. *ICA Asian Consumer Co-op News*, 1(1), 9-10.
- Crump, L. 1988. Japanese co-operative movement. *Seikatsu Mondai Kenkusho Geppo (Institute of Co-operative Associations)*, 150, 34-36.
- Crump, L. 1987. Eiichi Shibusawa 1840 – 1931: Reflections of an American. *Kyoto International Cultural Association*, Vol. IVX, 10-14.
- Shimada, K. and L. Crump. 1987. Japanese consumer co-operatives: A social well-being practice strategy. *Annual Report of the Social Work Research Institute*, 23, 119-138.
- Crump, L. 1986. Market access. *Intersect*, 2(11), 14-16.
- Crump, L. 1986. Nihon e no urikomiseikoho (English title: Foreign success in the Japanese market). *This Is*, 3(10), 52-57.
- Crump, L. 1986. International trade and national welfare. *The Japan Times (Guest Forum)*, August 31, p. 8
- Crump, L. 1984. Common industrial social work models. In K. Briar (Ed.), *Initiating Industrial Social Work Services*. Silver Spring, MD: NASW Press.
- Crump, L. 1983. Introduction. In K. Briar (Ed.), *Social Services and Work*. Silver Spring, MD: NASW Press.
- Cowan, S. and L. Crump. 1980. Community assistance and the multiple sclerosis patient. In J. H. Petajan (Ed.), *Multiple Sclerosis Handbook*. Salt Lake City, UT: Paragon Press.

Papers Presented at Academic Conferences

Crump, L. 2003. Inter-organizational negotiation: Team dynamics and goal attainment. Paper presented at the 1st International Biennale on Negotiation. Paris, France.

Crump, L. 2003. Goal achievement and inter-organizational negotiation team dynamics. Paper presented at the 16th annual conference of the International Association for Conflict Management. Melbourne, Australia.

Crump, L. 2001. Coalition behavior, unity and disunity in inter-organizational and intra-organizational negotiations. Paper presented at the 14th annual conference of the International Association for Conflict Management. Cergy, France.

Crump, L. and I. Glendon. 2001. A multiparty negotiation framework. Paper presented at the Rethinking Humanitarianism conference at The University of Queensland. Brisbane, Australia.

Crump, L., I. Glendon, and G. Bamber. 2000. Coalition formation: An integrated perspective of causality and process. Paper presented at the 5th Congress of the International Federation for Scholarly Associations of Management Congress. Montreal, Canada.

Crump, L. and I. Glendon. 2000. Coalition dynamics and multiparty negotiation. Paper presented at the 13th annual conference of the International Association for Conflict Management. St. Louis, America.

Crump, L. 1998. Understanding multiparty negotiation theory (Opening conference speaker). Paper presented at the 11th annual conference of the Japan Institute of Negotiation. Izu Kogen, Japan.

Crump, L., I. Glendon, and M. Gardner. 1998. A multiparty negotiation framework: Building bridges across multiparty domains. Paper presented at the 11th annual conference of the International Association for Conflict Management. College Park Maryland, America.

Crump, L. 1997. Integrating coalition theory and third-party theory: Towards a comprehensive model of multiparty negotiation. Paper presentation at the International Conference of the Decision Sciences Institute. Sydney, Australia.

Crump, L. 1986. Coalition theory and third-party theory in multiparty negotiations. Paper presented at the annual conference of the Academy of International Business. Alberta, Canada.

Crump, L. 1995. Nintendo and American baseball: A complex multiparty negotiation. Presentation before the Japan Institute of Negotiation. Tokyo, Japan.

Crump, L. 1995. Bilateral negotiations and third party theories. Paper presented at the annual conference of the Australia and New Zealand Academy of Management. Townsville, Australia.

Crump, L. 1991. Teaching negotiation: A review of the program on negotiation at Harvard Law School. Presentation before the Japan Institute of Negotiation. Tokyo, Japan.

Crump, L. 1989. The nature and essence of Japanese-Western negotiations. Paper presented at the Japan Institute of Negotiation. Tokyo, Japan.

Crump, L. 1988. Negotiation: The Japan – Western experience. Presentation at the annual conference of the Society for Intercultural Education, Training & Research. Denver, America.

Crump, L. 1988. International negotiations. Paper presented at the Research Institute of Commerce, Nihon University. Tokyo, Japan.

Crump, L. 1988. Patterns of conflict in Japanese-Western negotiations. Paper presented at the 1st annual conference of the Japan Institute of Negotiation. Tokyo, Japan.

Crump, L. 1987. Industrial society and social work: Comparison between Japan and America. Presentation at the Japan Social Work Research Institute, Tokyo, Japan.

Crump, L. 1987. Japanese consumer co-operatives. Paper presented before the 9th Asia and Pacific Regional Seminar on Social Work Education and Practice. Jakarta, Indonesia.

Crump, L. 1986. Facilitation of peace and conflict prevention. Paper presented at the annual Congress of the International Association of Schools of Social Work. Tokyo, Japan.

L. Crump, D. Nunes, and E. Crossman. 1974. The effects of litter on littering behavior in a forest environment. Paper presented at the annual conference of the Rocky Mountain Psychological Association. Denver, America.

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