

**CONF 741
NEGOTIATION
Fall 2009**

August 31, 2009 –December 12, 2009
Wednesdays: 7:20 To 10:00
Arlington Campus
Original Building Room 256

Office hours: Wednesdays 6:00 PM to 7:00 PM

Instructor: Dr. Stella Ford
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Course Syllabus

Overview: Course Description

This course explores a wide range of approaches to the analysis and practice of negotiation, and related issues in mediated settlements. The course introduces students to some of the theoretical problems involved in analyzing negotiation processes, as well as the benefits of negotiation in conflict resolution at the international and local, including organizational and community levels. The course will examine frameworks for analyzing negotiation, as well as consider how factors such as culture, relationship, alternatives, time pressure, third parties, process, tactics, and constraints on flexibility, turning points, preparation, and power affect negotiations and outcomes. At the end of the course, students will be acquainted with the following: understand the core conceptual elements of negotiation, including the nature, functions and the basic role of the balance of power as well as the effect of culture in the study and practice of negotiation; provide students with the tools to be able to analyze real life cases involving negotiating peace agreements, negotiation to end ethnic and other types of conflicts, multilateral and organizational trade agreements, including global environmental issues, drawing insights from the study of psychology, sociology, law, economics, political science, international relations and conflict studies (inter-personal, group, and cross-cultural) among others.

Course Syllabus

Negotiation is an aspect of social interaction and is one of the major conflict resolution tools available to scholars and conflict resolution professionals and becomes promising when mutual needs encourage parties to settle their differences. As a tool, it is useful for the resolution of some but certainly not all conflicts. Students will be introduced to different types and aspects of negotiation and will

learn when negotiation is useful as a tool and how it can be applied in the resolution of conflicts. The course will examine frameworks for analyzing negotiation, as well as consider how factors such as culture, relationship, alternatives, time pressure, third parties, process, tactics, and constraints on flexibility, turning points, preparation, and power affect negotiations and outcomes. Negotiation skills will be learned by hands-on participation through role plays in simulated negotiations.

Course Requirement: Class Participation

Each requisite in this course is intended to assess the ability of students in understanding the fundamental ideas presented in class and being able to apply them to real life situations in negotiation and conflict resolution. Class attendance is mandatory for all students—there are no exceptions. For this reason, students are required to adequately prepare for each class session. Students are also required to obtain permission from the instructor for class absences for health and all other emergencies. All students are expected to fully and actively participate in all class activities and discussions.

Students will each choose a theoretical article in negotiation to analyze, utilizing frameworks and literature reviewed in the course, as well as other relevant negotiation literature. This assignment is 15% of the total grade. Negotiation skills will be learned by hands-on participation through role plays in simulated negotiations. There will be (two) group simulated negotiations each 25% of the total grade. In order to integrate theory and practice, students are expected to apply negotiation theory learned in class in their analyses, skills building, role plays and simulations. The details of the group projects will be discussed in class. Students will also write a **final paper due on November 18, 2009**. The final paper will account for 30% of the total course grade. To avoid duplication of analysis, students will submit their article of choice for the first literature review **and** the case study analysis due on Nov. 18, 2009 and must obtain clearance from the instructor before proceeding.

Course Requirement: Grading

1) Class Participation 5%:

2) Analytical theoretical Review 15% due October 7, 2009: Each student will select and analyze a recent research article in negotiation involving an aspect of negotiation (maximum of 10 pages long including references) and critically evaluate the negotiation theory behind the research and present their review in class. This assignment is **due in class on October 7, 2009**.

3) Group Project I; 25% (Class Presentation; Oct. 14- Nov. 4, 2009) (Local or Community or Organizational Negotiation involving Real Conflict): The first group

project involves simulated negotiations (role plays) with focus on local, community or organization negotiation. Each group will select an aspect of local negotiation that they are interested in and present their role play in class as well as present and submit to the instructor their findings and recommendations. The details will be discussed in class.

4) Group Project II; 25% (Class Presentation; Nov. 11 to Dec. 9, 2009 (International Negotiation Involving Real Conflict). The second negotiation simulation will involve international negotiation. Each group will work on an aspect of international negotiation involving real conflict situations and present in class and submit to the instructor their findings and recommendations.

5) Analytical Case Study Review 30% Due Nov. 18, 2009. Students will each choose and analyze a case of negotiation utilizing frameworks and literature reviewed in the course, as well as other relevant literature, integrating theory, research and practice. Students will be expected to apply negotiation theory learned in class in their analyses. All projects should discuss the history of conflict, insightful evaluation of the negotiation process and outcomes, offer a critical recommendation based on theory and practical real life situation. The paper should consist of maximum including bibliography, 20 double-spaced pages. The paper is **due the Wednesday before the Thanksgiving break ---Nov. 18, 2009**

Course Requirement: Attendance

Classroom etiquette: Come to class on time and prepared. Turn off cell phones, pagers, beeper, etc. Do not leave the room during class unless you have an emergency. Do not disturb others by talking, passing notes, playing video games, etc. Be mindful of the sensitivities of others in your comments in class; however, open discussion and dialogue are our goals.

You are expected to abide by George Mason University's Honor Code in preparing all work for this class. If you have any questions about Honor Code issues or are uncertain about how to cite a source, or if you have observed Honor Code violations, please contact Professor Simmons.

Course Outline:

Sept. 2: Brief Introduction. No reading

Discuss the overview of the course, divide students into groups for simulation exercises, and discuss the assignments and readings for the course and other matters arising; frameworks for Analysis of Negotiation; Research Project discussion. Sign-up for dates of article review presentations

Preparation: None

SECTION A: Conceptual Theories I

Definitions, Level of Analysis, Models and General orientation

Sept. 9: History and Definitions: Topics to be covered: Definitions, nature, elements, phases, issues, cooperation; frameworks for Analysis of Negotiation.

Readings for preparation:

- 1) Nierenberg Gerard, I. *The Complete Negotiator*, (1986) Pp 15-32;
- 2) Nierenberg Gerard. I. & Calero, Henry. H. *The New Art of Negotiating: How to close Any Deal*, (2009) Pp 1-47;
- 3) Ury William, *Getting Past No: Negotiating Your Way From Confrontation To Cooperation*, (1991, 1993) Pp3-30;
- 4) Churchman, David. *Negotiation: Process. Tactics. Theory*, 2nd, edition, (1995), Pp 1-6

Sept. 16: Negotiation Theory: Analyzing Negotiations I

Preparation and Readings:

- 1) Hopmann, P. Terrence. "Two Paradigms of Negotiation: Bargaining and Problem Solving." P. 24 in Druckman and Mitchell (1995).
- 2) Raiffa, Howard. "Contributions of Applied Systems Analysis to International Negotiation." Chapter 1 in Kremenjuk (1995, 2002).
- 3) Pruitt, Dean G. "Strategy in Negotiation." Chapter 6 in Kremenjuk (1995, 2002).
- 4) Rubin, Jeffrey Z. "The Actors in Negotiation." Chapter 7 in Kremenjuk (1995, 2002).
- 6) Druckman, Daniel. "Bridging the Gap between Negotiating Experience and Analysis." *Negotiation Journal* Vol. 12, (1996) p. 371-383.

Sept. 16: Submit your article selected for review and article citations for approval.

Sept. 23: Negotiation Theory: Analyzing Negotiations II

Game and Decision Theory, Bargaining Games

Preparation and Readings:

- 1) Raiffa Howard et al., (2002) Chapters four and five, Pp53-96
- 2) Siebe, Wilfried. "Game Theory." Chapter 13 in Kremenjuk (1995).
2. Continue preparing article reviews for presentation Oct. 7, 14, and 21

Sept. 30: SECTION B: Tactics and Strategies

Integrative versus distributive; pre-negotiation phase and multilateral negotiations.

Preparation and Readings:

- 1) Churchman, David, (1995) Pp 7-56

Class group presentation begins. The details will be worked out in class.

Oct. 7: Negotiation and Culture: Negotiating styles, communication and cultural diversity

Preparation and Readings:

1) Augsburger, David. W. Conflict Mediation Across Cultures, (1992)
Chapters 1 to 3
Class group presentation continues.

Oct. 14: Negotiation and Culture: Gender Differences and Conflict Styles

Preparation and Readings:

1) Augsburger, David. W. Conflict Mediation Across Cultures, (1992)
Chapter 6
Class group presentation continues.

Oct. 21: Power and Negotiation: Symmetry, asymmetry, power of the weak.

Preparation and Readings:

1) Lukes, S., Ed. Power, (1986) Chapter 1, 3, 4 and 10
Zartman, I. W., "The Structure of Negotiation", in Kremenjuk,
(1995.2002, pp. 71-84.
Rubinstein, A., "A Bargaining Model with Incomplete Information about Time Preferences", *Econometrica*, 53 (5), 1985, pp. 1151-1172.

Oct. 28: Power and Negotiation, II

Dominion and Freedom, Disciplinary Power, Power and Organization

Preparation and Readings:

1) Lukes, S., Ed. Power, (1986) Chapter 9, 10, 11 and 12

Nov. 4: Section C

Negotiation Outcome: Case Studies

Preparation and Readings:

1) Zartman, William, I. Ripe for Resolution: Conflict and Intervention in Africa
(1985, 1089)chapter 6
2) Students are to select a real life conflict that has been resolved through
negotiation and critically analyze it.
. Class group presentations continue.

Nov. 11: Negotiation Outcome: Case Studies

Stability of agreements, BATNA, costs of no-agreement.

More analysis of real life cases

Preparation and Readings:

Underdal, A., "The Outcomes of Negotiation", in Kremenjuk, (1995, 2002), pp. 100-116.
Class group presentation continues

Nov. 18: International Negotiations:

Preparation and Readings:

Hayes, Richard. E “Negotiating with Terrorists” *in* Kremenyuk, (1995, 2002)
pp. 364-376.

Class group presentation continues

Nov. 25: No classes

Dec. 2: Environmental Negotiations:

Preparation and Readings:

Lang Winfried, “Negotiations on the Environment” *in* Kremenyuk, (1995, 2002)
pp. 364-376.

Dec. 9: Wrap up and Reflections on the course

Required Readings

1. Kremenyuk, Victor. A. *International Negotiation: Analysis, Approaches, Issues.* (1991) Jossey-Bass Inc. CA.
2. Churchman, David. *Negotiation: Process, Tactics, Theory.* (1995) University Press of America Inc. MD
3. Druckman, Daniel, & Mitchell, Christopher (Special Editors) *The Annals of the American Academy of Political and Social Science: Flexibility; in International Negotiation and Mediation.* (Vol. 542 November 1995) Sage Periodicals Press, Thousand Oaks London, New Delhi.

Recommended Readings

4. Zartman, William. I. & Berman, Maureen. I. *The Practical Negotiator* (1982) Yale University Press, New Haven & London
5. Hampson Fen, Osler, *Multilateral Negotiations: Lessons from Arms Control, Trade and the Environment,* (1995) The John Hopkins University Press, Baltimore MD
6. Nierenberg Gerard. I. & Calero Henry. H. *The New Art of Negotiating: How To close Any Deal,* (2009) Square One Publishers, NY.
7. Raiffa, Howard, *The Art and Science of Negotiation: How to Resolve Conflicts*

and Get the Best out of Bargaining, (1982 and 2003) Harvard university Press, Cambridge Massachusetts & London.

8. Raiffa, Howard, et al., Negotiation Analysis: The Science and Art of Collaborative decision Making, (2002, 2007) The Belknap Press of Harvard University Press, Cambridge, Massachusetts & London

9. Zartman, William, I. Ripe For Resolution: Conflict And Intervention in Africa (updated Edition) (1985, 1089) Oxford University Press, New York.

10. Ury, William, Getting Past No: Negotiating Your Way From Confrontation To Cooperation, (1991, 1993) Batam Books, New York, London.

11. Nierenberg, Gerard, I. The Complete Negotiator, (1986) Nierenberg & Zeif Publishers, New York.

12. Lukes, Steven, (Ed). Power. (1986) New York University Press, NY.

13. Mitchell, Christopher, Gestures of Conciliation; Factors Contributing to Successful Olive Branches. (2000) Macmillan Press Ltd. London.

14. Augsburger, David. W. Conflict Mediation Across Cultures, (1992) Westminster/John Knox Press, Louisville, Kentucky USA