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Fall 2014

## DIPL 4183 AA The Art and Science of Negotiation

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## The Art and Science of Negotiation

### DIPL 4183 AA

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| <b>Semester:</b>     | Fall 2014  |
| <b>Class Time:</b>   | Wednesday 02:00 – 04:30 PM                                 |
| <b>Location:</b>     | Stafford Hall 205  |
| <b>Professor:</b>    | Dr. Zheng Wang   |
| <b>Office Hours:</b> | Wednesday 1:00 – 2:00                                      |
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| <b>Phone:</b>        | (973) 275-2003   |

### COURSE DESCRIPTION

The ability to negotiate and manage conflicts effectively has become an essential skill in international diplomacy, as well as in our organizational and personal settings. Negotiation is the art and science of securing an agreement between two or more independent parties. This course is an introduction to the wide variety of approaches to the analysis and practice of negotiation and is intended to provide a solid foundation for further inquiry and application. Students will learn the history of thinking about negotiation, frameworks for analyzing negotiation, and the roles of various factors (influences and contexts, tactics and strategies) on the negotiation process and outcome. This course will include a blend of lectures, class discussions, individual and group exercises, and negotiation role plays in class.

### COURSE OBJECTIVES

- Help students to think critically and analytically about international society and human conflict;
- Negotiations are microcosms of international relations. By placing negotiations in the context of global politics and global cultures, this course aims to help students to explore the role of negotiation in the current international system in preventing, managing, or resolving conflicts;
- Introduce theories, models, and other conceptual frameworks that are key in the field; Connect theory to practice through discussion, research and case study review of real events.

## COURSE REQUIREMENTS

### **Attendance and Participation: (20%)**

**Regular attendance** (10%) and **active participation** in class discussion and activities (10%)

Attendance is extremely important because the course will be interactive in nature. Participation in the class discussions is critical to student learning. Students should read and reflect on the readings ahead of time in order for class sessions to have the most value. Students can also participate by asking questions, circulating emails, organizing study groups, exchanging writing or introducing new ideas and resources. Excessive absences may result in a failing grade.

### **Midterm Research Project: (20%)**

The ability to: think critically; identify and solve problems; read and comprehend what one reads; communicate effectively; and possess an awareness/appreciation for the diversity in our society is critical to students of diplomacy. The purpose of the group research project is to promote the development of these competencies. In this group research project, you will practice critical thinking, team building and group problem solving.

Students in this class will be divided into small groups of 3-4 people. Each group will conduct a research project and will present the group's findings in writing to the instructor and through an oral presentation to the class. The paper should be a case study, emphasizing and utilizing conflict analysis concepts. Details will be discussed further in class.

### **Negotiation Simulation Exercises: (20%)**

We will do several classroom simulation exercises during the semester. Some of the information/instructions for the role plays will be handed out in class, others will be provided via e-mail. In preparing for class, pay careful attention to what role you have been assigned. When you prepare, you can do so with others who have the same role, but not with a person who has a different role. We do the actual negotiations in class. It is important to come to class having prepared your role. It slows down the class if somebody or a group is not prepared to negotiate. Preparation means that you have read the role and mapped out a strategy for the negotiation. As the course progresses, you will learn more about what constitutes good preparation and so your out-of-class preparation will become more sophisticated.

**Final Exam: (40%)** The final exam will be a take home essay exam. There will be no tricks in this exam. If students come to class, *think for themselves*, and do the required reading, they will do well on this exam. Details will be discussed further in class.

**For all written assignments** it is expected that you will cite your class texts, supplemental readings, and other sources. Papers should be double-spaced, spell-checked, and legible. It should be in 12 point characters in the 'Times' font. Please choose Chicago, MLA or APA citation styles. They should be your own work and must not be copied or otherwise plagiarized from another source whether it be an internet site or another student. Plagiarism or academic dishonesty of any kind will result in a failing grade in this course.

## CLASS POLICIES & PROCEDURES

- You are responsible for completing individual and group assignments on time.
- If an emergency prevents you from attending class, you should let the instructor know ahead of time when possible and contact a group member to find out what you missed. You are responsible

for all announcements, assignments, and date changes made in class and for all material covered in class even if you are not there.

- Incomplete grades will not be granted except in cases of personal or immediate family illness or emergency.
- Students are expected to understand their responsibilities regarding academic integrity and the university's policies regarding academic standards of acceptable behavior.

**LAPTOP, CELL PHONES AND OTHER ELECTRONIC DEVICES:** Please turn off all laptops, cell phones and other electronic devices that could be distracting during class.

**Volunteer positions:**

- **Class Secretary**
- **Simulations Exercises Coordinator (4 slots)**  
We will do several simulation exercises during the semester. During one of these exercises, if you would like to take this position, you will work with the instructor as facilitators of the chosen exercise. You are also responsible to lead a discussion to evaluate the completed exercise.

**PLAGIARISM**

Plagiarism is the unauthorized and/or unacknowledged use of another person's intellectual efforts and creations howsoever recorded, including whether formally published or in manuscript or in typescript or other printed or electronically presented form. Plagiarism includes taking passages, ideas or structures from another work or author without proper and unequivocal attribution of such source(s). Since any piece of work submitted by a student must be that student's own work, all forms of cheating including plagiarism are forbidden.

**GRADING SCALE**

A >=94%   A->=90%   B+>=87%   B >=83%   B->=80%   C+>=77%  
C >=73%   C->=70%   D+>=67%   D >=63%   D->=60%   F <=59%

**REQUIRED TEXTS:**

Fisher, Ury & Patton. 2012. *Getting to Yes: Negotiating Agreement without Giving In*. New York: Penguin Books.

Spangle, Michael and Myra Warren Isenhardt, 2003. *Negotiation: Communication for Diverse Settings*. Thousand Oaks, CA: Sage.

\* You can go to the **Blackboard** site for the course to get the readings that aren't in the textbooks.

**Supplementary Readings:**

Wilkenfeld, Mark A., Jonathan Starkey and Brigid Boyer, 2005. *Negotiating a Complex World: An Introduction to International Negotiation*, 2nd ed., New York: Rowman & Littlefield.

Cohen, Raymond. 1997. *Negotiating Across Cultures: International Communication in An Interdependent World*. Washington, D.C.: United States Institute of Peace.

Ury, William. *Getting Past No: Negotiating with Difficult People*. Bantam, 1992.

Breslin, J.W., & Rubin, J.Z. (Eds.). 1991. *Negotiation Theory and Practice*. Cambridge: PON Books.

**On-line Recourses:**

Guy Burgess and Heidi Burgess ed. *Beyond Intractability*. Conflict Research Consortium, University of Colorado, Boulder, Colorado, USA.

<<http://www.beyondintractability.org/>>

Program on Negotiation, Harvard Law School

<<http://www.pon.org>>

## CLASS SCHEDULE AND ASSIGNMENTS

**Note:** Reading and assignments listed for a class should be prepared and completed *before* that date.

|                   |  |
|-------------------|--|
| CLASS 1           | <b>Introduction and Overview</b>           |
| Class meeting:    | August 27                                  |
| Topics/themes:    | Welcome, administrative matters, syllabus. |
| Required reading: | Spangle and Isenhart, Chapter 1            |

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| CLASS 2           | <b>Case Study: Camp David Negotiation I</b>  |
| Class meeting:    | September 3  |
| Topics/themes:    | <ul style="list-style-type: none"> <li>• Camp David Accords</li> <li>• Case study method in international relations</li> </ul> |
| Required reading: | Jonathan Oakman, The Camp David Accords: A Case Study on International Negotiation, WWS Case Study 1/02.                       |
|                   | “Thirteen Days After Twenty-Five Years,” a narrative of Camp David negotiation, Jimmy Carter Library & Museum.                 |
|                   | Spangle and Isenhart, Chapter 2  |
| Video watching:   | The 50 Years War: Israel and the Arabs (Camp David Negotiation)  |

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| CLASS 3           | <b>Case Study: Camp David Negotiation II</b>  |
| Class meeting:    | September 10  |
| Topics/themes:    | <ul style="list-style-type: none"> <li>• Camp David Accords</li> <li>• Negotiation analysis</li> </ul>  |
| Required reading: | “Sadat Goes to Jerusalem,” in Vamik Volkan, <i>Bloodlines: from ethnic pride to ethnic terrorism</i> , New York: Farrar, Straus and Giroux, 1997.   |
|                   | Shibley Telhami, “Evaluating Bargaining Performance: The Case of Camp David,” <i>Political Science Quarterly</i> , 107(04), 1992.   |
|                   | Camp David Accords: Jimmy Carter Reflects 25 Years Later<br><a href="http://www.cartercenter.org/news/documents/doc1482.html">http://www.cartercenter.org/news/documents/doc1482.html</a> |
|                   | <b>Negotiation Simulation Exercise (1)</b>  |

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| CLASS 4              | <b>Negotiation, Diplomacy and Conflict Resolution</b>   |
| Class meeting:       | September 17  |
| Topics/themes:       | Foreign policy, diplomacy, and negotiation <ul style="list-style-type: none"> <li>• What is diplomacy? Why do we negotiate? Why do countries negotiate?</li> <li>• What is national interest? Why understanding national interests is vital for negotiation and foreign policy decision-making?</li> <li>• What role do negotiations play in the current international system in preventing, managing, or resolving conflicts?</li> </ul> |
| Required reading:    | <p>“Three approaches to resolving disputes: Interests, rights and power”. In Ury., WL, Brett, JM and Goldberg, SB (1988):“Getting Disputes Resolved.</p> <p>P. Terrence Hopman, “Two Paradigms of Negotiation: Bargaining and Problem Solving” (1995)</p> <p>Joseph Nye Jr, Redefining the national interest, <i>Foreign Affairs</i>; Jul/Aug 1999; 78, 4.</p>  |
| Recommended reading: | Christer Jönsson, “Diplomacy, Bargaining, and Negotiation” in Carlsnaes, Risse, and Simmons, eds., <i>Handbook of International Relations</i> (Sage, 2002).   |

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| CLASS 5              | <b>Principled Negotiation</b>  |
| Class meeting:       | September 24   |
| Topics/themes:       | <p><i>Getting to Yes</i> -- Interest-based negotiation</p> <ul style="list-style-type: none"> <li>• What is the best way for people to deal with their differences?</li> <li>• What are the major differences between positional bargaining and principled negotiation?</li> </ul> |
| Required reading:    | Fisher, Ury & Patton, Part I, II & III   |
| Recommended reading: | Michael Wheeler; Nancy J Waters, The Origins of a Classic: Getting to Yes Turns Twenty-Five, <i>Negotiation Journal</i> 22(4), 2006.   |
| Video watching:      | William Ury: The walk from "no" to "yes"<br><a href="http://www.ted.com/talks/william_ury.html">http://www.ted.com/talks/william_ury.html</a>  |

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| CLASS 6           | <b>Game Theory, Rational Choice Theory</b>   |
| Class meeting:    | October 1  |
| Topics/themes:    | Conceptual frameworks of negotiation, game theory and negotiation                                  |
| Required reading: | <p>Spangle and Isenhardt, Chapter 3</p> <p>Wilkenfeld, Starkey and Boyer, Chapter 5, The Moves</p> |

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|  | M. Shane Smith. "Game Theory." <i>Beyond Intractability</i> . August 2003. |
|  | <b>Negotiation Simulation Exercise (2)</b>                                 |

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| <b>CLASS 7</b> | <b>Mid-term Paper – Presentation</b> |
| Class meeting: | October 8                            |
| Topics/themes: | Mid-term paper presentations         |
|                | <b>Mid-term paper due</b>            |

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| <b>CLASS 8</b>    | <b>Negotiation Processes</b>  |
| Class meeting:    | October 15  |
| Topics/themes:    | Pre-negotiation and negotiation processes <ul style="list-style-type: none"> <li>• How to prepare for a negotiation?</li> <li>• How to conduct a successful negotiation?</li> </ul> |
| Required reading: | Spangle and Isenhardt, Chapter 4 & 7  |
|                   | Pruitt, Dean G. "Strategy in Negotiation." Chapter 6 in Kremenyuk (2002).   |
|                   | <b>Negotiation Simulation Exercise (3)</b>  |

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| <b>CLASS 9</b>    | <b>Effective Communication</b>   |
| Class meeting:    | October 22   |
| Topics/themes:    | Effective communication in negotiation <ul style="list-style-type: none"> <li>• Listening skills</li> <li>• The art, science and practice of negotiation persuasion</li> </ul> |
| Required reading: | Spangle and Isenhardt, Chapter 5 & 6   |

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| <b>CLASS 13</b>   | <b>Reading Week &amp; Group Meeting</b> |
| Class meeting:    | October 29                              |
| Required reading: | TBA                                     |



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| CLASS 10          | <b>Negotiation Simulation Exercise (4)</b>       |
| Class meeting:    | November 5                                       |
| Topics/themes:    | Effective communication in sensitive negotiation |
| Required reading: | Negotiation packet                               |

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| CLASS 11          | <b>Cross-cultural negotiation</b>   |
| Class meeting:    | November 12   |
| Topics/themes:    | The theories and practices of cross-cultural communication and problem-solving.   |
| Required reading: | Jeswald W. Salacuse, "Ten Ways Culture Affects Negotiation Style," pp. 221-240, <i>Negotiation Journal</i> , July 1998.   |
|                   | Spangle and Isenhardt, Chapter 11   |
|                   | "U.S. Negotiating Behavior," Special Report, United States Institute of Peace, 2002.<br><a href="http://www.usip.org/publications/us-negotiating-behavior">http://www.usip.org/publications/us-negotiating-behavior</a> |

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| CLASS 12          | <b>Negotiation Simulation Exercise (5)</b> |
| Class meeting:    | November 19                                |
| Topics/themes:    | Cross-cultural negotiation                 |
| Required reading: | TBA  |

|          |                              |
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| CLASS 14 | <b>Take-home Examination</b> |
|          | December 3                   |