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Fall 2017

DIPL 6104 AA The Art and Science of Negotiation

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The Art and Science of Negotiation DIPL 6104 AA

Semester: Fall 2017

Class Time: Thursday 02:00 – 04:10 PM

Location: Alfieri Hall 122

Professor: Dr. Borislava Manojlovic

Office Hours: Monday 10:30 am – 1:00 pm

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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 negotiations and acquire understanding of basic approaches to negotiations;
- Negotiations are microcosms of international relations. By placing negotiations in the context of global politics and global cultures, this course aims to help students 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.

Academic Integrity

All students are required to abide by Seton Hall's rules concerning academic integrity, which are discussed in detail in the college catalog. Students are expected to submit their own work, and to give credit when and where credit is due. Any form of cheating -- fraud, copying, submitting another's work, submitting internet papers, plagiarism, etc. -- will result in an "F" for the course.

Plagiarism and other forms of academic dishonesty will be reported to the administration, and may result in a lowered or failing grade for the course and up to possible dismissal from the School of Diplomacy. See University and School standards for academic conduct here:

<http://www13.shu.edu/offices/student-life/community-standards/upload/Seton-Hall-University-Student-Code-of-Conduct.pdf>>

<http://www.shu.edu/academics/diplomacy/academic-conduct.cfm>>

Disabilities

It is the policy and practice of Seton Hall University to promote inclusive learning environments. If you have a documented disability you may be eligible for reasonable accommodations in compliance with University policy, the Americans with Disabilities Act, Section 504 of the Rehabilitation Act, and/or the New Jersey Law against Discrimination. Please note, students are not permitted to negotiate accommodations directly with professors. To request accommodations or assistance, please self-identify with the Office for Disability Support Services (DSS), Duffy Hall, Room 67 at the beginning of the semester. For more information or to register for services, contact DSS at (973) 313-6003 or by e-mail at DSS@shu.edu.

Policy on Incompletes

Incompletes will be given only in exceptional cases for emergencies. Students wishing to request a grade of Incomplete must provide documentation to support the request accompanied by a Course Adjustment Form (available from the Diplomacy Main Office) to the professor *before* the date of the final examination. If the incomplete request is approved, the professor reserves the right to specify the new submission date for all missing coursework. Students who fail to submit the missing course work within this time period will receive a failing grade for all missing coursework and a final grade based on all coursework assigned. Any Incomplete not resolved within one calendar year of receiving the Incomplete or by the time of graduation (whichever comes first) automatically becomes an “FI” (which is equivalent to an F). It is the responsibility of the student to make sure they have completed all course requirements within the timeframe allotted. Please be aware that Incompletes on your transcript will impact financial aid and academic standing.

Assessment of Students

Students participating in the course will be graded based on the following:

1. Attendance and Participation (15%): Attendance is extremely important because the course will be interactive in nature. Participation in the class discussions, exercises and simulations is

critical to student learning and to exhibit that the required material is being read. 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. One student will be assigned to lead the discussion about readings for each class.

2. Weekly reflective blogs (20%). The reflective blogs should include your thoughts, reflections, questions, etc. on class readings and other materials we cover in class. They need not be a comprehensive coverage of all the class materials, nor should they be summaries of the readings. Rather, this is an exercise to elicit your critical reactions to the topics we cover in class. The comments therefore should reflect your intellectual engagement with the questions, theories, or cases. You must cite the readings and provide bibliography at the end of each blog. Blogs are due on Wednesday for each week. You will comment on at least 2 of your colleagues' blogs and these comments are due on Thursday before the beginning of the class for each week. The blogs should be no less than 250 words and comments to the blogs should be no less than 50 words (excluding bibliography).

3. Midterm Paper (20%). This will be 10-15-page paper in which you will be asked to: 1) Conduct research on a past international negotiations process of your choice providing conflict background, parties, mediators; 2) Critically assess the process using concepts learned in the class; 3) Indicate challenges, turning points and outcomes and 4) Provide recommendation on how you would conduct negotiations to address missed opportunities or problematic outcomes. You will submit the paper to the instructor via email. The paper should be double-spaced, Times New Roman font, 1'-margin, Word doc format. The paper should include references to the readings and outside sources with bibliography in the end. More details will be discussed in class.

4. Group Negotiation Simulation Project (20%)

Students in this class will be divided into small groups of 4-5 people. Each group will identify a well known conflict (cultural, ethnic, interstate, intrastate, civil, environmental), design a negotiation simulation and present on it. Students will be working on their simulations the whole semester and presentation of negotiations' simulations will be at the end of the class. More details will be discussed in the class.

The students are expected to do a literature review on their selected negotiations process and write a 6-page paper which they will share with the instructor via email prior to the presentation. Each section of the paper must be done by one group member. Roles and names of each group member must be inserted into the paper. The paper should consist of the following sections:

1. Background to the conflict, issues, parties, previous and current negotiation interventions;
2. Description of the roles and background of your negotiations team, parties etc.
3. Detailed plan of your selected negotiations strategy supported by literature and concepts covered in the class
4. Expected challenges and benefits of your chosen negotiations approach. How will parties react, why would mediators chose one approach over the other? Why one approach is more suitable to negotiate a certain conflict than the other?

5. At least 3 scenarios of the negotiations' expected outcome.

5. Final in-class exam (25%)

The final exam unites all theoretical and practical approaches of the course. You will be asked to choose one out of three questions and reflect critically on it using materials covered in the class. You will submit the exam to the instructor via email. The final exam should be no less than 4 pages in length, double-spaced, Times New Roman font, 1'-margin. The paper should include references to the readings and outside sources with bibliography in the end. More details will be discussed in class.

Grading Scale

A 96-100, A- 91-95, B+ 86-90, B 83-85, B- 80-82, C+ 77-79, C 73-76, C- 70-72, D 67-69, F 66 and below

Course Requirements

Required readings should be purchased or rented:

Fisher, Roger, William L. Ury, and Bruce Patton. 2011. *Getting to Yes: Negotiating Agreement Without Giving In*. Upd Rev edition. Penguin Books.

Wheeler, Michael. 2003. *Negotiation*. Boston: Harvard Business School Press.

Holbrooke, Richard. 1999. *To End a War: The Conflict in Yugoslavia*. Revised edition. New York, NY: Modern Library.

On-line Recourses:

Program on Negotiation, Harvard Law School

<http://www.pon.org>

The other readings will be accessible through Blackboard or online.

Course Schedule

Session 1 (Aug 31): Introduction

Introductions/Class topics' discussion

Sign up for group presentations

Session 2 (Sep 7): Types of negotiation

Wheeler, Michael. 2003. *Negotiation*. Chap. 1

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

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

E. Wertheim, "Negotiations and Resolving Conflicts: An Overview," College of Business Administration, Northeastern University, [available at:

http://webarchive.iiasa.ac.at/Research/DAS/interneg/training/conflict_overview.html]

"Negotiation," International Online Training Program on Intractable Conflict, Conflict Research Consortium, University of Colorado, [available at:

<http://www.colorado.edu/conflict/peace/treatment/negotn.htm>]

Video and discussion

Session 3 (Sep 14): Case Study ‘Dayton Negotiation’

Holbrooke, Richard. 1999. *To End a War: The Conflict in Yugoslavia*. Revised edition. New York, NY: Modern Library.

Wheeler, Michael. 2003. *Negotiation*. Chapter 2

Negotiation mapping exercise

Session 4 (Sep 21): The issue of culture in negotiation

Salem, P. (1993), "A Critique of Western Conflict Resolution from a Non-Western Perspective", *Negotiation Journal*, 9 (4): 361-9.

Triandis, Harry C., Robert Bontempo, Marcelo J. Villareal, Masaaki Asai, and Nydia Lucca. (1988). "Individualism and Collectivism: Cross-cultural Perspectives on Self-ingroup Relationships." *Journal of Personality and Social Psychology* 54 (2): 323.

<http://psycnet.apa.org/journals/psp/54/2/323/>.

Wheeler, Michael. 2003. *Negotiation*. Chapters 3, 4

Documentary

Session 5 (Sep 28): Simulation 1

Wheeler, Michael. 2003. *Negotiation*. Chapters 5, 6, 7, 8

Whitlock, Craig. 2009. "Another Rift Between Greece, Macedonia" *Washington Post*. July 28.

Simulation - Mediating Greek/Macedonian dispute

Session 6 (Oct 5): The issue of power in negotiation (Simulation 2)

Roy, Beth. "Thinking about Power." *Conflict Transformation and Restorative Justice Manual* Mennonite Central Committee, Office of Justice and Peacebuilding (2009): 25-27.

Lederach, John P. "Perspectives for Assessing and Working with Power." *Conflict Transformation and Restorative Justice Manual* Mennonite Central Committee, Office of Justice and Peacebuilding (2009): 54-55.

Wheeler, Michael. 2003. *Negotiation*. Chapters 9, 10

Simulation - Negotiating conflict in organizations

Session 7 (Oct 12): Interest based and principled negotiation (Simulation 3)

Getting to Yes, Part I, II & III

Simulation - Negotiating peace among roommates

Session 8 (Oct 19): Narrative mediation

Winslade, John, and Gerald Monk. 2000. "Narrative Mediation." *A New Approach to Conflict Resolution*. San Francisco.

https://www.researchgate.net/profile/John_Winslade/publication/240132907_Narrative_Mediation_A_New_Approach_to_Conflict_Resolution/links/00b4953a06dce0b83000000.pdf.

Hansen, Toran. 2003. "The Narrative Approach to Mediation".

<http://www.mediate.com/articles/hansent.cfm#>

Exercise - double listening

Session 9 (Oct 26): Guest Speaker's presentation and discussion

Topic will be determined

Session 10 (Nov 2): Responsibility and ethical issues in negotiations

Vasquez, John A. 2005. Ethics, Foreign Policy, and Liberal Wars: The Role of Restraint in Moral Decision Making. In *International Studies Perspectives*. Volume 6, Issue 3, pp. 307-315.

Warfield, Wallace. 2002. Is This the Right Thing to Do? A Practical Framework for Ethical Decisions, Chapter 19, pp. 213-223. In *A Handbook of International Peacebuilding: Into the Eye of the Storm*. Lederach, John Paul, and Janice Moomaw Jenner, eds. San Francisco: Jossey-Bass Publishers

Session 11 (Nov 9): Final exam

Session 12 (Nov 16): Group presentations

Thanksgiving Recess - University Closed (Nov 23): NO CLASS

Session 13 (Nov 30): Group presentations

Session 14 (Dec 7): Conclusion and review