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Summer 2009

DIPL 4183 BP The Art and Science of Negotiation

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The Art and Science of Negotiation

DIPL 4183 BP

Semester:	Summer 2009
Class Time:	04:25 – 07:20 PM
Location:	ST 122
Professor:	Dr. Zheng Wang
Office Hours:	Thursday 2:00 – 4:00 (Room 101-A, McQuaid Hall)
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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 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: (15%) 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: The Six-Party Talks on North Korea's Nuclear Program (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 this research project is to promote the development of these competencies.

Since August 2003, members of the Six-Party Talks have convened in Beijing for several rounds of negotiations aimed at curbing North Korea's nuclear program. The six participating states are: the People's Republic of China; the Republic of Korea (South Korea); the Democratic People's Republic of Korea (North Korea); the United States of America; the Russian Federation; and Japan. Students of this class will form "delegations"—one for each of the countries that participate in the Six-Party Talks. Each delegation will have 2-3 members.

- (1) You will conduct a negotiation case study focused on the national interest analysis of the country that you represent. The detailed information/instruction about this research project will be available at course Blackboard. You will submit the research findings in writing to the instructor. (Paper due July 23)
- (2) You will present your findings in class (approximate 15 minutes). (July 23)

Group Negotiation Simulation Project: The Six-Party Talks (20%)

Objectives:

- Evaluate variables in the diplomatic situation that could affect the outcome of the talks;
- Use a problem solving process to identify a problem, gather information, list and consider options, consider advantages and disadvantages, and choose and implement a solution. In this group project, you will practice critical thinking, team building and group problem solving.

The detailed information/instruction about this negotiation will be provided later. Each delegation is required to submit an evaluation report to assess yourselves and other delegations' performance during the negotiation. (Simulation will be held on August 4)

Negotiation Simulation Exercises: (10%)

We will do five 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.

EXERCISE FEE: There is a \$6 exercise fee. This fee covers the cost of copyright permission.

Final Exam: (35%) 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. **Final paper due August 10.**

Volunteer positions:

Simulations Exercises Coordinator (5 slots)

We will do five simulation exercises during the semester. During one of the five 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.

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.

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. 1991. *Getting to Yes: Negotiating Agreement without Giving In*. New York: Penguin Books.

Wilkenfeld, Mark A., Jonathan Starkey and Brigid Boyer, 2005. *Negotiating a Complex World: An Introduction to International Negotiation*, 2nd ed., New York: Rowman & Littlefield.
<http://www.icons.umd.edu/negotiating/links.htm> (book website)

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 this syllabus, some teaching notes, the “teams site” (group project sign-up forms) and the readings that aren’t in the textbooks.

Supplementary Readings:

Solomon, Richard H. 1999. *Chinese Negotiating Behavior: Pursuing Interests Through “Old Friends.”* Washington, D.C.: United States Institute of Peace Press.

Jerrold L. Schecter, *Russian Negotiating Behavior: Continuity and Transition* (1998)

Michael Blaker, Paul Giarra, and Ezra Vogel, *Case Studies in Japanese Negotiating Behavior* (2002)

Scott Snyder, *Negotiating on the Edge: North Korean Negotiating Behavior* (1999)

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 ONE	Introduction and Overview
Class meeting:	July 7
Topics/themes:	Welcome, administrative matters, syllabus.
Required reading:	Wilkenfeld, Starkey and Boyer, Chapter 1
	In class, begin to sign up for group project.

CLASS TWO	Negotiation, Diplomacy and Conflict Resolution
Class meeting:	July 9
Topics/themes:	Foreign policy, diplomacy, and negotiation <ul style="list-style-type: none"> • What is diplomacy? Why do we negotiate? Why do countries negotiate? • Why negotiations are microcosms of international relations? • What role do negotiations play in the current international system in preventing, managing, or resolving conflicts?
Required reading:	Spangle and Isenhardt, Chapter 1 & 2
	Wilkenfeld, Starkey and Boyer, Chapter 2
Recommended reading:	“Three approaches to resolving disputes: Interests, rights and power”. In Ury., WL, Brett, JM and Goldberg, SB (1988):“Getting Disputes Resolved.

CLASS THREE	Case Study: Camp David Negotiation I
Class meeting:	July 13
Topics/themes:	<ul style="list-style-type: none"> • Camp David Accords • Case study method in international relations
Required reading:	Jonathan Oakman, The Camp David Accords: A Case Study on International Negotiation, WWS Case Study 1/02.
Recommended reading:	Wilkenfeld, Starkey and Boyer, Chapter 3
	“Thirteen Days After Twenty-Five Years,” a narrative of Camp David negotiation, Jimmy Carter Library & Museum.
Video watching:	The 50 Years War: Israel and the Arabs (Camp David Negotiation)

CLASS FOUR	Case Study: Camp David Negotiation II
Class meeting:	July 14
Topics/themes:	<ul style="list-style-type: none"> • Camp David Accords • Negotiation analysis
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.
Recommended reading:	Wilkenfeld, Starkey and Boyer, Chapter 4
	Camp David Accords: Jimmy Carter Reflects 25 Years Later http://www.cartercenter.org/news/documents/doc1482.html
	Negotiation Simulation Exercise (1)

CLASS FIVE	Principled Negotiation
Class meeting:	July 16
Topics/themes:	<i>Getting to Yes</i> – Interest-based negotiation <ul style="list-style-type: none"> • What is the best way for people to deal with their differences? • What are the major differences between positional bargaining and principled negotiation?
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.

CLASS SIX	Game Theory, Rational Choice Theory, Other theories
Class meeting:	July 20
Topics/themes:	Conceptual frameworks of negotiation
Required reading:	Spangle and Isenhardt, Chapter 3
	Wilkenfeld, Starkey and Boyer, Chapter 5
	M. Shane Smith. “Game Theory.” <i>Beyond Intractability</i> . August 2003.
	Negotiation Simulation Exercise (2)

CLASS SEVEN	Negotiation Processes
Class meeting:	July 21
Topics/themes:	Pre-negotiation and negotiation processes <ul style="list-style-type: none"> • How to prepare for a negotiation? • How to conduct a successful negotiation?
Required reading:	Spangle and Isenhart, Chapter 4 & 7
Recommended reading:	Wilkenfeld, Starkey and Boyer, Chapter 6
	Negotiation Simulation Exercise (3)

CLASS EIGHT	Mid-term Paper – Presentation
Class meeting:	July 23
Topics/themes:	Mid-term paper presentations. Preparation for group negotiation
	Mid-term paper due

CLASS NINE	Effective Communication
Class meeting:	July 27
Topics/themes:	Effective communication in negotiation <ul style="list-style-type: none"> • Listening skills • The art, science and practice of negotiation persuasion
Required reading:	Spangle and Isenhart, Chapter 5 & 6
	Negotiation Simulation Exercise (4)

CLASS TEN	Negotiation Simulation Exercise (5)
Class meeting:	July 28
Topics/themes:	Divergent communicational styles in cross-cultural negotiation
Required reading:	Negotiation packet

CLASS ELEVEN	Cross-cultural negotiation
Class meeting:	July 30
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
Recommended reading	Chapter 8, Culture, Kevin Avruch.
	Michelle LeBaron. "Culture-Based Negotiation Styles." <i>Beyond Intractability</i> .

CLASS TWELVE	Six-Party Talk (pre-negotiation session)
Class meeting:	August 3
Topics/themes:	Group meeting

CLASS THIRTEEN	Six-Party Talk (in-class simulation)
Class meeting:	August 4
Topics/themes:	Multilateral negotiation, group decision-making and problem-solving

CLASS FOURTEEN	Review and Integration
Class meeting:	August 6
Required reading:	Spangle and Isenhardt, Chapter 12
	Final exam paper due August 10