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Fall 2019

DIPL 4183 The Art and Science of Negotiation

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SETON HALL UNIVERSITY

DIPL 4183: The Art and Science of Negotiation

Semester: Fall 2019

Class time: **Friday and Saturday** (Oct. 11/12; 18/19; 25/26; Nov. 1/2): 10:00 a.m.–1:00 p.m.

Friday (November 8 and 15): 9:00 a.m.–12:00 p.m. and 1:00–4:00 p.m.

Location: **Stafford Hall 210**

Professor: Therese Adam, Ambassador (ret.), Sergio Vieira de Mello visiting Chair

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Phone:

Course Description and Content:

Negotiation is a core competence, a necessary skill for building peaceful and inclusive relations and societies. It is relevant to everyone and is applicable at all levels of our global society: personal, local, national and international. It is a key component of studies in diplomacy and international relations. This course aims to deepen students' understanding of the theory, conceptual approaches and practice of negotiation, and thereby to enhance the competencies and skills required to negotiate successfully.

The course comprises an overview and examination of the different concepts, methods and approaches used in negotiation in order to enhance students' understanding of their analytical and practical applications. Further, the course introduces different categories of negotiation and offers insights into the practice of diplomacy in conflict prevention and resolution. It delves into the complex settings of negotiations concerning international common interest. Additional attention is paid to the role of women in peace negotiations and to the influence of culture in cross-cultural negotiation processes and negotiation strategies.

Classes will make use of a variety of formats for presenting theoretical and explanatory inputs, the latter largely based on real-world examples and insights. Students will be challenged to apply their learning in simulated negotiation exercises, in-class practical exercises, discussions and presentations, as well as in a jointly written research paper.

Course objectives:

To course aims to foster student's competences in the following aspects:

- To learn to appreciate different negotiation approaches and methods and evaluate their strengths and limitations in real-life negotiation situations;
- To understand the process of negotiation in international diplomacy;
- To learn to diagnose negotiation situations and analyze negotiation processes and outcomes.

Course Requirements

Class Participation and attendance:

All students are expected to do the assigned reading in advance and to actively take part in class discussions, presentations and other activities. The quality of class sessions is greatly enhanced when students are prepared to engage with the course material in a constructive and critical manner. Dedicated and informed participation will be noted and credited in your grade. Excessive absence will result in a reduction of the grade.

Research paper (work in groups):

For this assignment students will work in small groups (3–4 persons). The subject of the research will relate to a specific negotiation case study, which will be analyzed from distinct perspectives. The main learning purposes of this assignment are to foster critical and analytical thinking, to enhance students' ability to understand and deal with distinct positions in negotiation situations, and to promote teamwork in the search for solutions.

Requirements and instructions for the written assignment and the oral presentation to the class will be detailed in a handout, and further specifics will be discussed in class.

Negotiation Simulation Exercises:

The course includes four classroom simulation exercises and a couple of short exercises embedded in various classes. Descriptions of the subjects and tasks will be introduced in class and, in the case of the simulation exercises, in a detailed handout. It is expected that students will be well versed in the readings related to the relevant class subjects.

Final Exam:

The final exam will be a take-home essay exam. Students will receive a description of the topics they can choose from and the requirements for the essay, as well as detailed instructions for editing and formatting. Further details will be discussed in class. **Final paper due December 11**

Basis for Grade:

Class participation and attendance: 40%

Research paper: 20 %

Negotiation Simulation exercise: 20%

Final Exam: 20%

All written assignments will be due to me electronically and must be also submitted online through Blackboard. Instructions are at the following URL:

http://blogs.shu.edu/techtips/files/safeassign_student.pdf

Citation Formats (some version of the paragraph below):

Papers should utilize one of the Chicago Manual of Style citation formats: Author-Date or Notes and Bibliography. The guidelines for these formats are on the course Blackboard page.

Volunteer positions:

- Class Secretary

- Simulation Exercise Coordinator (4 slots). Volunteering for one of the exercises involves taking on the role of facilitator during the preparation and execution of the exercise, as well as leading the final evaluative discussion of the exercise.

Required Texts:

M. Warren Isenhardt, M. Spangle, *Collaborative Approaches to Resolving Conflict* (2000), Sage Publications Inc., Thousand Oaks;

Roger Fisher and William Ury, *Getting to Yes – Negotiating Agreement Without Giving In*, third edition (2012), Random House, Business (paperback or e-book);

B. Starkey, M. Boyer, J. Wilkenfeld, *International Negotiation in a Complex World*, updated fourth edition (2015), (paper back or e-book) Rowman & Littlefield, NY.

Supplementary readings: All supplementary reading are listed in the **Syllabus** Documents are available at Blackboard or via a link to online resources.

Academic Integrity & Dishonesty:

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:

<https://www.shu.edu/student-life/upload/Student-Code-of-Conduct.pdf> and

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

All forms of dishonesty, whether by act or omission, including but not limited to plagiarism and cheating, are prohibited. Work submitted in the course must be the product of the effort of the student presenting the work. Any contribution of others must be appropriately acknowledged.

Disability Services Statement

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.

Class Dipl. 4183 AA: Schedule and Assignments

Note: Reading and assignments listed for class should be prepared and completed before that date, (*) documents are available at Blackboard, or via links to online resources, others.

Class 1	Introduction and overview
Class meeting:	October 11 (10:00 a.m. – 1:00 p.m.)
Topics/themes:	<ul style="list-style-type: none">- Welcome, introduction syllabus, administrative matters- Getting into the subject: theory and practice of negotiation
Required reading:	Isenhard and Spangle, Collaborative Approaches to Resolving Conflict, Chapter I

Class 2	Mozambique - ending the civil war, General Peace Agreement (1992), recurrence of conflict and Agreement to end Hostilities (2014): Part I
Class meeting:	October 12 (10:00 a.m. -1:00 p.m.)
Topics/themes	Analysis of antecedents, interests fuelling the violent conflicts, actors dynamic and influences on the process of negotiation and outcomes of peace-settlements;
Required readings:	Malyn Newitt, A short history of Mozambique, (2017) p. 147-199 (*); Isenhard and Spangle, Chapter 2
Video watching	"Path to Peace", film by Sol de Carvalho (2012), extracts

Class 3	Mozambique - ending the civil war, General Peace Agreement (1992), recurrence of conflict and Agreement to end hostilities (2014): Part II
Class meeting:	October 18 (10:00 a.m. - 1:00 p.m.)
Topics/themes:	<ul style="list-style-type: none">- Continuation analysis; and- Dissection of claims of the conflict parties and deconstruction of the negotiation agenda;- Roles of international Community, mediators, national and international facilitators and advisors
Required readings:	TBA

Class 4	Diplomacy at its work in negotiation, conflict prevention and resolution
Class meeting:	October 19 (10:00 a.m. -1:00 p.m.)
Topics/themes:	<ul style="list-style-type: none">- Diplomacy in the landscape of contemporary international relations and negotiation;- National Interests and Foreign policy – determinants in framing and conducting negotiations;- Diplomacy in conflict prevention and resolution, incl. tracks of diplomacy;- Mediation and Facilitation
Required readings:	Isenhard, Spangle, Chapters 4 (Mediation), and 5 (Facilitation)
Recommended readings:	Starkey, Boyer and Wilkenfeld, "Negotiation in a complex world", chapters 2 and 3

	Negotiation Simulation Exercise (1)
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Class 5	Theoretical concepts and methods of negotiation and Introduction to International Negotiation
Class meeting:	October 25 (10:00 a.m. -1:00 p.m.)
Topics/themes:	<p><u>Introduction to different concepts and methods of negotiation:</u></p> <ul style="list-style-type: none"> - Distributive negotiation: Bargaining; - Interest based negotiation: Principled Negotiation (Harvard Principles); - Negotiation Engineering; - Contextualisation and comparison of negotiation methods; <p><u>International negotiations:</u></p> <ul style="list-style-type: none"> - Constituents of a negotiation analyses framework; - Case study method to analyse process and outcome of negotiations; - Negotiation mandates. <p>Introduction of the Research project (Group work assignment):</p>
Required readings:	<p>R. Fisher, W. Ury, "Getting to Yes", chapters I; II; III and IV;</p> <p>W. Zartman, "Methods of Analyses (Case studies)", in "Negotiation and Conflict Management", Routledge 2008; p.257 -256 (*)</p>
Recommended readings	<p>Starkey, Boyer and Wilkenfeld, "Negotiation in a complex world", chapter 4;</p> <p>10 Hard Bargaining tactics to watch out for in a negotiation (link: https://www.pon.harvard.edu/daily/batna/10-hardball-tactics-in-negotiation/)</p>
Video watching	Michael Ambühl, Negotiation engineering, TEDxZurich 06.01.2016

Class 6	International Negotiation of Global Governance Treaties
Class meeting:	October 26 (10:00 a.m. -1:00 p.m.)
Topics/themes:	<p>-International Negotiation for international common interest;</p> <p>-Reconciling conflicting interests;</p> <p>-Negotiation of the UN Framework Convention on Climate Change:</p> <ul style="list-style-type: none"> - Analysis of Parties interests; - From the Kyoto Protocols to the Paris Climate Agreement, - getting from a negotiation deadlock to an innovative solution.
Required Readings:	Idem, see class 5
	Negotiation Simulation Exercise (2)

Class 7	The Process of international diplomatic Negotiation
Class meeting:	November 1 st (10:00 a.m. -1:00 p.m.)
Topics/themes:	<ul style="list-style-type: none"> - Theoretical elements and practice; - The case of the Bilateral negotiation between the European Union and Switzerland, showing practical applications and experiences from the negotiation process in the context of the EU Enlargement in 2004.
Required Readings	TBA
	Negotiation Simulation Exercise (3)

Class 8	Communication
Class meeting:	November 2 nd (10:00 a.m. -1:00 p.m.)
Topics/themes:	<ul style="list-style-type: none"> - Effective communication; - Making use of nonviolent communication method in conflict resolution and reconciliation.
Required readings:	TBA
Video watching	Kirstensen, Davies, "In the Eyes of Good" doc. Film (2014), Nepal, reconciliation through nonviolent communication (after conflict of Maoist groups and state)
	Communication Simulation Exercise (4)

Class 9	Women in Peace Negotiations; Presentation of research papers
Class meeting:	November 8 (9:00 a.m. -12:00 a.m. and 1:00 p.m. – 4:00 p.m.)
Topics/themes	<ul style="list-style-type: none"> - Role of women's participation in Peace processes and Peace Negotiations; - The UN Security Council Resolution 1325 (2000) on "Women, Peace and Security"; - Gender in international Negotiations Presentation of the Research papers (Group work): Discussion of findings and evaluation
Required Readings:	J. Krause, W. Krause, and P. Bränfors, "Women's participation in Peace Negotiations and the Durability of Peace", (2018) International Interactions, Vol 44, NO.6, 985-1016 https://doi.org/10.1080/03050629.2018.1492386
	Research papers due (Group work)

Class 10	Cross-cultural Negotiation
Class meeting:	November 15 (9:00 a.m. -12:00 a.m. and 1:00 p.m. – 4:00 p.m.)
Topic/themes	<ul style="list-style-type: none"> - Cross-cultural negotiation processes; - Culture and negotiation strategies; Take home final examination: topics and requirements; Final paper due December 11
Required readings:	R. Gulbo, P. Herbig, "Negotiating Successfully in Cross-Cultural Situations", Industrial Marketing Management 25, 235-241 (1996) (*);

	S. Aslani, J. Ramirez-Martin, J. Brett et.al, "Dignity, face, and honor cultures: A study of negotiation strategy and outcomes in three cultures", Journal of Organizational behaviour 37, 1178-1201 (2016) (*)
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