

**Syracuse University**  
SUMMER INSTITUTE FOR CREATIVE COLLABORATION AND CONFLICT RESOLUTION  
Sponsored by:  
**Maxwell School of Citizenship and Public Affairs**  
**Program for the Advancement of Research on Conflict and Collaboration**



**Negotiation: Theory and Practice**  
(ANT 424/624)

Sunday, 19 May 2013, 4:00p.m. – 9:00 p.m.  
Monday, 20 May – Friday, 24 May 2013, 9:00a.m. – 5:15p.m.  
Rooms 201, 211, 421, 207 Hall of Languages

**INSTRUCTOR**            Robert A. Rubinstein            Office telephone: 443-3837  
                                 Professor of Anthropology        email: rar@syr.edu  
                                 and International Relations

**TEACHING ASSISTANT**    Sean Miskell  
                                 PARCC - Syracuse University  
                                 400 Eggers Hall  
                                 Syracuse, NY 13244  
                                 aestange@maxwell.syr.edu

**COURSE OVERVIEW**        This course is a general introduction to the theory of negotiation and to the skills associated with successful negotiation practices. Each student will have an opportunity to develop his or her own capacities to be a more proficient and successful negotiator.

In this course students examine negotiation theory, learn negotiation skills and gain experience by practice. They subject that practice to criticism and reflection. The course takes students from simple two-person negotiations through more complex multi-party negotiations. The course considers the fundamental aspects of negotiation, the tension between distributive and integrative negotiation, and the importance of preparation.

Students will learn and practice the principles of interest-based negotiation and explore how to recognize and respond to dirty tricks in negotiation. Special attention will be given to exploring sources of power in negotiations, to identifying and overcoming barriers to successful negotiation, and to considering the role of culture in negotiation. The course uses three approaches to the material. Lectures and discussion alternate with exercises and simulations. The exercises and simulations include domestic and international cases.

**SUPPLIES**            **Please bring a calculator to aid in the simulations and exercises.**  
 Sunday night (after class) you will need: Twelve 3x5 inch index cards and a dark marking pen.

**COURSE OBJECTIVES**

- ❖ Develop an understanding of negotiation as a communicative process.
- ❖ Become familiar with different forms of negotiation.
- ❖ Understand better how to generate options for settlement.
- ❖ Gain knowledge of barriers to negotiation success.
- ❖ Experience in the process of negotiation in a variety of settings.

**REQUIREMENTS**        *Written assignments:* Each written assignment is to be turned in via Blackboard and a printed copy submitted to the PARCC office in 400 Eggers Hall. Only written assignments received in Blackboard will be counted as “turned in.” Your assignments should be posted as an attachment in your reply to the appropriate forum. **Please ensure that your written work is in a file compatible with MSWord 2003, this means you must use your word processors ‘save as’ function. Your files should 12 point font, double spaced with 1 inch margins.** Number your pages, include your name inside the file. Your files should be names thusly:

Lastname\_Autobiography.doc

Lastname\_Journal.doc

Lastname\_Negotiation-Analysis.doc

**1. Regular attendance and full participation in class (40%)** Large portions of this class will be based on experiential activities, so your active participation in the class is essential. The course is intensive. The topics covered and the knowledge and skills learned build upon one another. Therefore you must attend and actively participate in class and complete assignments on time.

**2. Post autobiographical and contact information to Blackboard (5%).** No later than Monday night, 20 May 2013.

**3. Journal (20%)** Each participant is required to keep a journal in which you reflect on each day’s work. The main work in this journal will be done by your completing a post-negotiation assessment for at least one of the negotiations conducted that day. The guide for the suggested debriefing will be distributed the first day of class. You are to submit your journal as a single file. Journals are due by 5pm on Friday, **31 May 2013.**

**4. Analysis of a negotiation (35%)** Each student will write a paper focused on a negotiation they have witnessed, participated in or anticipate outside of class. (You may not use a simulation done in class for this paper.) In the paper you should use the theories, approaches, strategies, and techniques presented and practiced in class to critique or plan your negotiation. Documentation of the reasoning behind your strategy is essential.

For undergraduates the paper should be 2,500—3,000 words long, excluding references. For graduate students 3,000—3,500 words long, excluding references. The papers are due by 4:00pm on Wednesday, 5 June 2013.

The University Registrar requires us to post your course grade by 15 June 2013. The due dates for your assignments reflect this requirement.

**POLICY ON LATE  
ASSIGNMENTS AND  
INCOMPLETE  
GRADES**

Papers and assignments are due when indicated on the syllabus. Only under extreme circumstances will I agree to a delay in the submission of assigned material. But, it is essential that you discuss with me in advance your need to be late with an assignment. Assignments that are turned in late without my prior agreement will have one letter grade deducted for each day or portion of a day they are late. No grades of incomplete will be issued unless the circumstances legitimating this grade are discussed with me and I have agreed that an incomplete is warranted

**PLAGIARISM AND  
ACADEMIC  
INTEGRITY**

In all papers and assignments for the class it is important that proper conventions of scholarship be followed. If you use someone else's words, indicate this with quotation marks and a citation. If you make a paraphrase of another person's work, citation is necessary. If you draw substantially on the ideas of another person, credit them. Plagiarism is a very serious matter. Please familiarize yourself with the Syracuse University Academic Integrity Policy, which you can find at:

<http://academicintegrity.syr.edu/academic-integrity-policy/>

Note that the presumptive penalty for undergraduates who violate this policy is failing the class and having a grade of XF entered on your transcript.

The presumptive penalty for graduate student who violate this policy is suspension or expulsion from the university.

**LAPTOP  
COMPUTERS, CELL  
PHONES AND  
PAGERS**

Please turn off your cell phone or pager before you come to class. If you have extraordinary circumstances that require you to leave your phone or pager turned on please talk with me. Otherwise, after two class disturbances from phone or pager will result in a decrease in course grade. **No laptop computers or smart phones are to be used during any part of the class, unless otherwise specified.**

**AUDIO AND VIDEO  
RECORDING**

Audio and video recording is **not** permitted in the class. Violating this rule will result in automatic failure of the class.

**READINGS**

Required:

Fisher, Roger, William Ury, and Bruce Patton. 1991. *Getting to Yes: Negotiating Agreement Without Giving In, Second Edition*. New York, NY: Penguin Books

Lewicki, Roy, Bruce Barry and David M. Saunders. 2011. *Essentials of Negotiation, 5th Edition*. New York, NY: McGraw Hill

Various readings, role plays, simulations and notes to be distributed in class or posted on Blackboard

Recommended:

Cohen, Raymond. 1997. *Negotiating Across Cultures: International Communication in an Interdependent World, Revised Edition*. Washington, DC: United States Institute of Peace Press.

Breslin, J.S., and Jeffrey Z. Rubin. Editors. 1993. *Negotiation: Theory and Practice*. Cambridge, MA: Program on Negotiation Books .

Moore, Christopher and Peter Woodrow. 2011. *Handbook of Global and Multicultural Negotiation*. San Francisco, CA: Jossey-Bass.

Peterson, Brooks. 2004. *Cultural Intelligence: A Guide to Working with People from other Cultures*. Yarmouth, ME: Intercultural Press

### Course Schedule

>>>*We will adjust this schedule to respond to the needs of the class*<<<

NB: Because of various constraints, we may not always be able to fully discuss all readings or complete all of the simulations, exercises and negotiations as planned.. Also, we will remain flexible in the event that other opportunities become available or that it makes sense to rearrange or supplement material. This means that we might not do some of the simulations on the schedule, and may possibly substitute others.

**NB:** In the exercises and simulations you will sometimes receive confidential instructions in addition to instructions that are common to each party. It is critical that you not share these instructions with participants who have different roles. When we debrief an activity you will often learn what instructions others had. Do not share your confidential instructions with other students in the class until an instructor has indicated you may do so.

**Sunday**

- 4:00 pm Greetings  
Overview  
What this course is, and is not  
Syllabus Review  
Self Introductions
- 5:45 pm — 6:00 pm Introduce “Buying a House,” role assignments
- 6:00 pm — 6:30 pm BREAK / PREPARE BUYING A HOUSE, BRING OR BUY DINNER
- 6:30 pm — 7:15 pm Negotiate “Buying a House”
- 7:15 pm — 7:45 pm Discuss “Buying a House”
- 7:45 pm — 9:00 pm Session Review /Distribute “Personal Bargaining Inventory” and  
“Negotiation Quiz” / “Trust Scale”

**Reading for Monday****Required:**

Fisher, Roger and William Ury. *Getting to Yes: Negotiating Agreement Without Giving In.*  
(Chapters 1-5, Pp. 4-95). New York: Penguin Books.

Lewicki, Roy Bruce Barry and David Saunders 2011. *Essentials of Negotiation, 5th Edition.*  
(Chapter 1: The Nature of Negotiation, Pp. 1-26 and Chapter 2: Strategy and Tactics of  
Distributive Bargaining, Pp. 27-52). New York: NY McGraw Hill.

**Monday**

- 9:00 am — 10:00 am The nature of conflict, Distributive and integrative bargaining
- 10:00 am — 10:15 am BREAK
- 10:15 am — 11:15 am Discuss “Personal Bargaining Inventory”
- 11:15 am — 12:00 pm Team Activity: Learning Modalities / “Grand Strand” Role  
Assignments
- 12:00 pm — 1:15 pm LUNCH AND PREPARING “GRAND STRAND”
- 1:15 pm — 2:00 pm Negotiate “Grand Strand”
- 2:00 pm — 2:30 pm Discussion of “Grand Strand”
- 2:30 pm — 3:00 pm Conflict Theory: Integrative Negotiations

3:00 pm — 3:10 pm	Introduce “Diego Primadonna”
3:10 pm — 3:30 pm	Prepare “Diego Primadonna” and <b>BREAK</b>
3:30 pm — 4:15 pm	Negotiate “Diego Primadonna”
4:15 pm — 4:30 pm	Discuss “Diego Primadonna”
4:30 pm — 5:00 pm	Review: Positional, Distributive, Integrative Negotiations Issues, Interests, Positions, Values, BATNA

#### Readings for Tuesday

Lewicki, Roy Bruce Barry and David Saunders 2011. *Essentials of Negotiation, 5th Edition*. (and Chapter 3: Strategy and Tactics of Integrative Negotiation, Pp. 62-87 and Chapter 4: Negotiation: Strategy and Planning, Pp. 89-111). New York: NY McGraw Hill.  
Framing and Reframing,” Deborah Tannen, Pp. 68-77 in *Negotiation: Readings, Exercises and Cases, Third Edition*.

#### Tuesday

9:00 am — 10:30 am	Review: Positional, Distributive, Integrative Negotiations Issues, Interests, Positions, Values, BATNA
10:30 am — 10:45 am	BREAK
10:45 am — 11:30 am	“Ultimatum”
10:45 am — 11:15 am	Discuss “Ultimatum”
11:15 am — 12:00 pm	Approaches to preparing for negotiation: Four Quadrants, Seven Elements, External Standards, Framing Effects
12:00 pm — 1:00 pm	LUNCH and Prepare “Computron”
1:00 pm — 1:30 pm	Group Preparation for “Computron”
1:30 pm — 2:15 pm	Negotiate “Computron”
2:15 pm — 2:45 pm	Discuss “Computron”
2:45 pm — 3:00 pm	BREAK
3:00 pm — 5:00 pm	Clarifying Issues, Interests and Opportunities (options)



Negotiation skills:  
 Asking questions and listening  
 Listening and Framing  
 Persuasion and Evaluation

**Readings for Wednesday**

Lewicki, Roy Bruce Barry and David Saunders 2011. *Essentials of Negotiation, 5th Edition*.  
 (Chapter 2: Strategy and Tactics of Distributive Bargaining, Pp. 52—60) and Chapter 6:  
 Communication, Pp. 135—147). New York: NY McGraw Hill.

William Ury and Richard Smoke 1993 “Anatomy of a Crisis,” Pp. 47-54 in *Negotiation: Theory  
 and Practice*. Breslin, J.S., and Jeffrey Z. Rubin. Editors. Cambridge, MA: Program on  
 Negotiation Books .

Other resources:

“Generate Fresh Ideas,” Roger Fisher, Elizabeth Kopelman and Andrea Schneider, Pp. 67-94 in *Beyond  
 Machiavelli: Tools for Coping with Conflict*.

“Saying You’re Sorry,” Stephen Goldberg, Eric Green, and Frank Sander, Pp. 141-144 in *Negotiation: Theory and  
 Practice*.

“Breaking Away from Subtle Biases,” J. William Breslin, Pp. 247- 250 in *Negotiation: Theory and Practice*.

**Wednesday**

9:00 am — 10:00 am	Prepare “Pasta Wars”
10:00 am — 11:00 am	Conduct “Pasta Wars”
11:00 am — 11:30 am	Discuss “Pasta Wars”
11:30 am — 12:15pm	LUNCH
12:15 pm — 2:30 pm	Case Study: Ministry of Health, Malawi Negotiation <u>Guest seminar leader: Dr. Brooke Levandowski</u>
2:30 pm — 2:45 pm	BREAK
2:45 pm — 3:00 pm	Negotiation tricks and Ploys
3:00 pm — 4:45 pm	View: <i>12 Angry Men</i>
4:45 pm — 5:00 pm	Session review / Distribute “Trust Scale”

**Readings for Thursday**

Lewicki, Roy Bruce Barry and David Saunders 2011. *Essentials of Negotiation, 5th Edition*. (Chapter 5: Perception, Cognition and Emotion, Pp.112-133, and Chapter 7: Finding and Using Negotiation Power, Pp.136-150.) New York: NY McGraw Hill.

**Other resources:**

“Collaboration: The Constructive Management of Differences,” Barbara Gray, Pp. 111-126 in *Negotiation: Readings, Exercises and Cases, Third Edition*.

“Negotiating Rationally: The Power and Impact of the Negotiator’s Frame,” Margaret Neale and Max Bazerman, Pp. 149-159 in *Negotiation: Readings, Exercises and Cases, Third Edition*.

“Introduction,” Robert Mnookin and Lee Ross, Pp. 3-24 in *Barriers to Conflict Resolution*.

**Thursday**

9:30 am — 10:00 am	Negotiation in groups and communities
10:00 — 10:15 am	BREAK
10:15 am — 10:45 am	Distribute and prepare “Saving Vesterman’s” Roles
10:45 am — 12:00 pm	Negotiate “Saving Vesterman’s”
12:00 pm — 12:30 pm	Discuss “Saving Vesterman’s” and discussion of trust, power and problem solving
12:30 pm — 1:30 pm	LUNCH
1:30 pm — 3:00 pm	Hostage Negotiation View <i>Talk to Me</i>
3:00 pm — 3:15 pm	BREAK
3:15 pm — 3:30 pm	Instructions for Peterson Cultural Styles Indicator
3:30 pm — 3:45 pm	Assign Lodging Merger roles
3:45 pm — 5:00 pm	Prepare Lodging Merger



### Readings for Friday

Brett, Jeanne. 2001. *Negotiating Globally: How to Negotiate Deals, Resolve Disputes, and Make Cultural Decisions Across Cultural Boundaries*. (**Chapter 1: "Negotiation and Culture: A Framework,"** Pp. 1-23, and **Chapter 7: "Culture Matters,"** Pp. 203-209). San Francisco, CA: Jossey Bass

Moore, Christopher and Peter Woodrow. 2011. *Handbook of Global and Multicultural Negotiation*. (**Chapter 1: "Introduction to Culture and Negotiation,"** Pp. 3-19). San Francisco, CA: Jossey-Bass. Available at:  
[http://media.wiley.com/product\\_data/excerpt/53/04704409/0470440953.pdf](http://media.wiley.com/product_data/excerpt/53/04704409/0470440953.pdf)

**Other resources:**

"Cross-cultural Considerations in Complex Peace Operations" Robert A. Rubinstein, *Negotiation Journal*, January 2003.

"Civilization and its Negotiations," Laura Nader, Pp. 39-65 in *Understanding Disputes: The Politics of Argument*.

### **Friday**

9:00 am — 9:30 am	Prepare "Lodging Merger"
9:30 am — 11:00 am	Negotiate "Lodging Merger"
11:00 am — 11:30 pm	Discuss "Lodging Merger"
11:30 pm — 12:30 pm	LUNCH
12:30 pm — 2:30 pm	Culture and negotiation
2:30 pm — 2:45 pm	BREAK
2:45 pm — 3:45 pm	Peterson Cultural Styles Indicator
3:45 pm — 5:00 pm	WEEK WRAP UP / Final Comments and Questions / <b>Final Quiz</b>

