

GEORGIA INSTITUTE OF TECHNOLOGY
Sam Nunn School of International Affairs

**Essentials of Negotiation – 28167 – INTA 3104
Spring 2018**

Dr. Eliza Markley

Class Meetings: T, R 4.30 - 5.45 pm, Clough Commons 131

Office Hours: Tuesday 6 -7 pm, Ivan Allen College, Room 141

Phone: 404-894-4128

E-mail: eliza.markley@inta.gatech.edu

Course Description

This course covers theoretical and practical aspects of international negotiation. Students will study historical negotiation processes, cross-cultural issues of negotiation, differences in worldview, and ethical dimensions of negotiation. Active simulations, where dialogue and deliberation can be practiced, will be the hands-on part of the class work.

Learning Outcomes

Students will:

- Be able to describe the different negotiation techniques and their role in reaching agreements.
- Be able to analyze cultural differences and their impact in international negotiations.
- Be able to use their knowledge of international negotiation in a practical problem-solving way to address issues of immediate international concern.
- Think critically about the United States' role in various negotiating instances.
- Be able to work in small groups in a way that demonstrates respect for their colleagues and efficiency in working collaboratively towards projects and goals.

Required Textbooks

1. Lewicki, Barry, & Saunders, *Essentials of Negotiation* (6th ed.).
2. Cohen, *Negotiating Across Cultures* (revised ed.), 1997

Additional readings will be posted on T-square.

Recommended reading: Fisher and Ury, *Getting to Yes*, New York, NY: Penguin, 2011

Course Requirements

1. Class Participation – 10% of course grade

Students will be expected to attend all classes, complete all assigned readings, and participate in classroom discussions on the subjects addressed in the readings and lectures. Most importantly, students need to take part in all in-class simulations organized throughout the course. Lectures during the course may not cover the readings and will often present new ideas and information. You are responsible for the information contained in the reading, whether it is covered or not in lectures, as well as for the information in the lectures.

Participation grade is based on active and constructive contribution to class discussions and group work (5%), as well as on attendance. (5%)

2. Quizzes – 10% of course grade.

There will be occasional, unannounced quizzes on the readings and/or material provided during the lecture. **There will be no make up quizzes.** If you miss a quiz and have an approved excuse or you took the quiz but no grade has been posted, you must make that known to the **instructor within a week of the date of the quiz.** If you fail to do so, you will not be given credit for an excused absence. If you have an excused absence, your overall quiz grade will be the average of the quizzes you took.

3. Reflection papers – 10% of the course grade

Several in-class simulations will be followed by a reflection-essay assignment. This will require students to discuss the simulation process and their particular negotiating role through theoretical concepts covered by the text.

4. Simulation Research Paper – 10% of the course grade

This is a group assignment in preparation of the Fourth Annual International Diplomacy Simulation that will be organized at Georgia Tech on Saturday, March 3rd, 2018. Each group (2-3 students) will represent a country that will be assigned to them. Your group will be expected to:

- Update the “country Summary” information for your country
- Write a 7-8-page paper examining the position on issues of nuclear nonproliferation and arms control of your country. The country’s position needs to be researched in relation to its historical position and any domestic and international constraints on that country. Furthermore, you are expected to decide on your country’s negotiation goals, consider barriers to your country’s treaty aims, think about the terms you are willing to accept, intend to use, and would deem unacceptable.

The Simulation Research Paper is due **March 1st**. Participation in the March 3rd Simulation is mandatory.

5. Negotiation advisory memo - 25% of course grade

In a paper of 2,000-2,400 words (*indicate word count*), develop an advisory memo from the position of a trusted adviser to a negotiator. Please select an international negotiation that has received sufficient coverage to allow you to examine the parties' strategies, tactics, and other behaviors. The memo will consist of two distinct sections:

a. Overview/context (no more than 400 words): identify the parties and their relationship, their respective goals, the issues and broader context of the negotiation, and other relevant information.

b. Analysis and recommendations (1,600-2,000 words): employ four or five course concepts to analyze the negotiation and to ground your recommendations. Be sure to present the concepts and their application in language accessible to non-academic readers. For each recommendation (or discussion of past actions), assess the likely (or realized) effectiveness.

5. Negotiation research paper - 35% of course grade

In a paper of 2,000-2,400 words (*indicate word count*), deliver one of the following—students must confer with the faculty member to ensure focus and fit are appropriate:

- a. Comprehensive analysis of a specific negotiation
- b. Historical/comparative analysis of a specific negotiation strategy or tactic
- c. A topic of your interest

Grading and Assessment

A = 89.5-100; B = 79.5-89.4; C = 69.5-79.4; D = 59.5-69.5; F = below 59.5

- A: Outstanding and original work; well-argued, well-organized, without significant error or omission.
- B: Very fine work, reasonably argued, clearly organized, with only slight error or omission; clearly well above the average.
- C: Solid work of a quite satisfactory nature; clear evidence of engagement and comprehension, but with some organizational, factual, or interpretive errors/omissions.
- D: Passing, but only marginally acceptable work with clear deficiencies of length, fact, organization, or interpretation; incomplete work.
- F: Unacceptable work submitted with such significant deficiencies that no credit can be awarded.

- Participation 10%
- Quizzes 10%
- Reflection Paper 10%
- Simulation Paper 10%

- Advisory Memo 25%
- Research Paper 35%

Late Paper Policy

Late papers will receive 5 points deduction for each calendar day (this includes weekends) they are late.

Other Class Policies

- Laptop computers can be used in class ONLY when the instructor allows. **Abusing computer privileges will result in loss of participation points.** Moreover, students may be prohibited from using their computer for the rest of the semester (no email, Facebook, twitter, etc)
- Cell phone should be put on silent. Disruptions from such devices will adversely affect your participation grade.
- For assignments that will be submitted through T-square, students need to ensure that assignments can be opened and are readable. To ensure this, students should attach all written assignments in either .doc or .pdf formats.
- The instructor will make any effort to return your graded assignments in a timely manner (usually within two weeks).
- The instructor will respond to all emails (sent M-F) within 48 hours. If you do not receive a response in 48 hours, I probably did not receive your message and you should resend it.

Additional Information and Services

1. The Office of Disability Services – adaptsinfo@gatech.edu (404-894-0285)

2. Academic Honor Code

The Georgia Tech Academic Honor Code states: “Students are expected to act according to the highest ethical standards. The immediate objective of an Academic Honor Code is to prevent any Students from gaining an unfair advantage over other Students through academic misconduct. Academic misconduct is any act that does or could improperly distort Student grades or other Student academic records.” Such acts include, for instance, plagiarism.

Plagiarism means using an author’s exact or paraphrased words without citation or acknowledging the source of information. Whether intentional or not, plagiarism is considered cheating and will not be tolerated. If you are unsure whether something should be cited, please ask.

Course Outline and Reading Assignments

Please complete readings *prior* to the date for which they're listed

Note: The schedule is subject to revisions. I will provide ample notice.

Date	Topics and Readings	Simulations	Assignments
Introduction			
Jan 9	Course introduction		
Part I Negotiation Fundamentals			
Jan 11	Questionnaire 1: Personal Bargaining Inventory		Complete Questionnaire 1 before class
Jan 16	The nature of negotiation ➤ Lewicki, Barry, & Sanders, Ch. 1		
Jan 18		“Pasta Wars” Simulation	
Jan 23	Strategy and tactics of distributive bargaining ➤ Lewicki, Barry, & Sanders, Ch. 2 ➤ Hopmann, “Bargaining and Problem Solving: Two Perspectives on International Negotiation,” <i>Turbulent Peace</i> , 2001, Ch. 27, pp. 445-468		“Pasta Wars” Reflection Paper due
Jan 25	Strategy and tactics of distributive bargaining ➤ Lewicki, Barry, & Sanders, Ch. 2 ➤ Hopmann, “Bargaining and Problem Solving: Two Perspectives on International Negotiation,” <i>Turbulent Peace</i> , 2001, Ch. 27, pp. 445-468		
Jan 30	Guest Speaker Dr. Polina Sinovets, Ukraine Class meets in Students Center, Room 301		
Feb 1		Used Car Simulation	
Feb 6		“Island Cruise” Simulation	
Feb 8	Strategy and tactics of integrative negotiation ➤ Lewicki, Barry, & Sanders, Ch. 3		“Island Cruise” and Used Car Reflection Paper due
Feb 13	Negotiation: Strategy and planning Ethics in negotiation ➤ Lewicki, Barry, & Sanders, Ch 4, 5 ➤ Laue, “Ethical Considerations in Choosing Intervention Roles.”	SINS II Scale	
Part II Negotiation Subprocesses			
Feb 15	Finding and using negotiation power		

	➤ Lewicki, Barry, & Sanders, Ch 8		
Feb 20		“Toyonda” Simulation	
Feb 22	Perception, Cognition, and Emotion Communication ➤ Lewicki, Barry, & Sanders, Chs. 6, 7 ➤ Ury & Smoke, “Anatomy of a Crisis,” <i>Negotiation Journal</i> 1, 1985, pp. 93-100	Communication Scale	“Toyonda” Reflection paper due (Feb 17)
Feb 27	Influence ➤ Lewicki, Barry, & Sanders, “Influence,” <i>Negotiation</i> , pp. 285-318		
Part III Negotiation Contexts			
Mar 1	Relationships in negotiation ➤ Lewicki, Barry, & Sanders, Ch. 9	Trust Scale	Simulation Paper due
Sat. March 3	Fourth Annual International Diplomacy Simulation		
Mar 6	Multiple parties, groups, and teams in negotiation Coalitions ➤ Watkins & Rosegrant, “Assembling the Persian Gulf Coalition”	Case Study: Persian Gulf Coalition	
Mar 8	Multiple parties, groups, and teams in negotiation Coalitions ➤ Lewicki, Barry, & Sanders, Ch. 10 ➤ Lewicki, Barry, & Sanders, “Coalitions” (T-square) ➤ Singh, “Coalitions, Developing Countries, and International Trade: Research Findings and Prospects,” <i>International Negotiation</i> 11:499-514, 2006	“Coalition” Simulation	
Mar 13	Agents, Constituencies, Audiences ➤ Lewicki, Barry, & Sanders, “Agents, Constituencies, and Audiences” (T-square)		
Part IV Cross-cultural negotiation			
Mar 15	International cross-cultural negotiation ➤ Lewicki, Barry, & Sanders, Ch. 11 ➤ Cohen, Ch. 1	“Mouse” Simulation	Advisory Memo due
Mar 19-23	Spring break		
Mar 27	Negotiation: The cultural roots Intercultural dissonance: A theoretical framework Cohen, Chs. 2, 3		
Mar 29	What is negotiable? Setting out the pieces: Prenegotiation Let the contest commence: Opening moves ➤ Cohen, Chs. 4, 5, 6		
Apr 3, 5	No classes – make-up for Simulation		
Apr 10	On tactics and players: Middle game I	Case Study:	

	Sounds, Signals, Silence: Middle game II <ul style="list-style-type: none"> ➤ Cohen, Chs. 7, 8 ➤ Rivers & Lytle, “Lying, Cheating Foreigners!! Negotiation Ethics across Cultures,” <i>International Negotiation</i> 12: 1-28, 2007 	Oslo Accords	
Apr 12	Under pressure: End game I Face and form: End game II <ul style="list-style-type: none"> ➤ Cohen, Chs. 9, 10 ➤ Colson, “The Ambassador between Light and Shade: the Emergence of Secrecy as the Norm for International Negotiation,” <i>International Negotiation</i>, 13:179-195, 2008 		
Apr 12	When is a deal a deal? In Search of harmony Best practices in negotiation <ul style="list-style-type: none"> ➤ Cohen, Chs. 11, 12 ➤ Lewicki, Barry, & Sanders, Ch. 12 		
Apr 17	Mediation <ul style="list-style-type: none"> ➤ Zartman, International Mediation in Post-Cold War Era,” <i>Turbulent Peace</i>, pp. 427-444 ➤ Mnookin, “Giant Software Wars: IBM vs. Fujitsu” 		
Apr 19	Diplomacy and Public Diplomacy <ul style="list-style-type: none"> ➤ Hare, Making Diplomacy Work 		
Apr 24	Research Project Presentations		
Apr 24			Research Paper due