



SYLLABUS

Negotiation Theory & Practice in Multi-stakeholder Context

SECTION I: INSTRUCTOR

Last name(s), First name(s): Saner, Raymond

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Title: Co-Founder and Director

Organization/Affiliation: Diplomacy Dialogue/ CSEND, Geneva

Short Biography:

Raymond Saner is the co-founder of CSEND, a Geneva based NGRDO (non-governmental research and development organisation (since 1993) and the director of CSEND's Diplomacy Dialogue branch.

His research and consulting focuses on conflict studies and international negotiations at bilateral, plurilateral and multilateral levels in the field of trade (WTO), employment and poverty reduction (ILO, PRSP), trade and development (WTO, UNCTAD, EIF), human and social capital development in the educational sector (GATS/ES/WTO and OECD) and trade, investment and climate change (UNCTAD).

He is professor titular at Basle University, Dept of Economics and Management where he teaches negotiations and dispute settlement at WTO. He also teaches negotiations in multistakeholder context at the Centre for Sustainability (CSM), Leuphana University, Lüneburg.

Raymond Saner pioneered the field of business diplomacy and contributes to the study of multi-stakeholder diplomacy within the field of diplomacy and teaches at Diplomatic Academies and Schools in Europe and North America.

SECTION II: COURSE DESCRIPTION

a) Negotiation Theory & Practice in Multi-stakeholder Context

b) Objective of the course (optional):

The objective of this course is the development of systematic skills in diagnosing and managing conflict in organizations, between organizations and within institutional settings. Towards that end, the students shall: 1) develop an understanding of the factors and conditions giving rise to conflict; 2) explore variables which shape behavior during conflict and push conflicts in productive or destructive directions; 3) examine the characteristics of conflict at the following organizational levels: individual, group, department, inter-organizational and within institutional settings; 4) construct a diagnostic framework for analyzing conflicts; and 5) gain experience in using conflict management techniques such as negotiation and mediation. Methods to accomplish these objectives will include readings, lectures, case analyses, role play exercises, simulations, term papers, class discussions, and self-assessment instruments.

c) Detailed summary of the course

Course Objectives:

The objective of this course is the development of systematic skills in diagnosing and managing conflict in organizations, between organizations and within institutional settings. Towards that end, the students shall: 1) develop an understanding of the factors and conditions giving rise to conflict; 2) explore variables which shape behavior during conflict and push conflicts in productive or destructive directions; 3) examine the characteristics of conflict at the following organizational levels: individual, group, department, inter-organizational and within institutional settings; 4) construct a diagnostic framework for analyzing conflicts; and 5) gain experience in using conflict management techniques such as negotiation and mediation. Methods to accomplish these objectives will include readings, lectures, case analyses, role play exercises, simulations, term papers, class discussions, and self-assessment instruments.

d) Prerequisites (none)

e) Course requirements (grading & assessment)

Evaluation of student performance will be made on the basis of multiple criteria, including written case analyses, term project and in-class participation.

Written Theory Paper

Each student will prepare one essay paper which should be no longer than five pages and should be typed. It should be focused on assessing one of the several schools of negotiation theory e.g. identify their strengths and weaknesses and apply it for the term paper described below. Further information will be provided before the assignment is due at the beginning of the course. No late papers will be accepted. Citations must list name of author, publication and page of cited reference either as footnote or in bibliography section. The Theory paper contributes to 30% of the final grade.

Term Project

Each student will independently research and prepare a "Conflict Futures Forecast" that anticipates future trends within corporations, governments, civil society, international organizations and their external environments and in turn interprets these trends with regard to what they imply for conflict management. The term paper should be written from the perspective of one of the schools of negotiation theory (see session 1). The term paper should be a minimum of 8 and a maximum of 10 double spaced pages, A4 type (figures, tables not included in minimum page requirement and to be annexed at end of term paper, citations must list name of author, publication and page of cited reference either as footnote or in bibliography section). A memo detailing requirements for the project will be distributed in class. The final paper contributes to 70% of the final grade.

Class Participation

Given the emphasis on skill development, the high reliance on experiential teaching methods, and the absence of examinations in this course, importance will be placed on high-quality class participation as measured by your contributions to class discussions, demonstrations of advance preparation, involvement in teamwork, etc. Absences will have to be compensated to ensure equitable

treatment of students. Each session missed will mean that two more pages will have to be added to the final paper.

f) Course workload

Students will write two term papers and be required to read case material for each session. The additional course material consist of thematic short papers and most importantly related to negotiation simulations. You are expected to have read them in order to be able to actively participate and contribute to the class sessions.

g) Required readings

(RS) Raymond Saner, The Expert Negotiator, (Martinus Nijhoff Publ, 3rd Edition, The Hague, 2008)

(VK), Victor A. Kremenyuk (ed), International Negotiation, (Jossey-Bass Publ., SF, 2002)

(RS/VM) Raymond Saner & Varinia Michalun; "Negotiations between State Actors and Non-State Actors: Case Analyse from Different Parts of the World", Republic of Letters, Dordrecht, NL, 2009

(RS-2) Raymond Saner, Negotiations: Contributions by Scholars from Social and Economic Sciences; in Erhard Friedberg, "De Taylor à 2010", R&) Multi-media, Paris 2010.

h) Supplementary Readings:

see session plan

SECTION III: COURSE OUTLINE

Please find below a proposed outline based upon 12 sessions, to be filled in. Should you prefer to use a non-standard outline, please feel free to use the "non-standard course outline" area at the bottom of this document. In both cases please indicate required and/or recommended readings:

Thursday	10/10	08.00-12.15	4hrs
Friday	11/10	14.45-19.00	4hrs
Tuesday	5/11	17.00-21.00	4hrs
Wednesday	6/11	17.00-21.15	4hrs
Tuesday	26/11	17.00-21.15	4hrs
Wednesday	27/11	17.00-21.15	4hrs

Session 1: 10/10/2013 at 8-10.00 am (2hrs)

Clarifying course objectives, program, term paper and grading
The Nature of Organizational and Institutional Conflict

(RS) Chap. 1: "The theory and practice of negotiations"

(VK) Chap. 9-17: "Approaches and Perspectives"

(RS-2), Negotiations: Contributions by Scholars from Social and Economic Sciences

Exercises:

1. Definitions of negotiations in Equity and Trade
2. MODE questionnaire

Session 2 10/10/2013 at 10.00-12.15 (2hrs)

Distributive Bargaining

(RS) Chap. 2: "Distributive Bargaining"

(RS) Chap. 3: "Needs and Motivations"

Exercises:

Distributive Case

Session 3: 11/10/2013 at 14.45- 17.00 (2hrs)

Value Claiming and Value Creating

(RS) Chap. 3: "Needs and Motivation of Negotiators"

Exercises:

Going beyond impasse
Feedback

Session 4: 11/10/11/2013 at 17.00-19.00 (2hrs)

Integrative Bargaining

(RS) Chap. 4: “Integrative Bargaining” (Part I)

Exercise:

Creating value

Exercise:

Introduction to DEC/Riverside case; forming of groups
and handing out of documents

DEC/Riverside Case Negotiation

Feedback

Assignment:

Clarifying task for Case Assignment #1 due in class by Session 7
(6th November 2013)

Session 5: 05/11/2013 at 17.00-19.00 (2 hrs)

Cooperation, Non-Cooperation, Trust

(RS) Chap. 4: “Integrative Bargaining (Part II)”

Exercises:

Reynolds Case (R. Saner, “Expert Negotiator”, pp 100-101)
“High Stakes” Case

Feedback and Assessment of Benefits and Limits of Game Theory as

Applied to

International Negotiations

Session 6: 05/11/2013 at 19.00-21.15 (2hrs)

Introduction to multi-party Negotiations

(RS) Chap. 11, Complex Negotiations, pp 217-236

Exercise: Trilateral
Feedback

Assignment due in class:

Hand in proposal for approval of your term paper (1-2 page max) describing what negotiation case you want to analyse, what negotiation theory you plan to apply and what are the sources of information that you will use)

Session 7: 06/11/2013 at 17,00-19.00 (2hrs)

Managing Multi-party Conflicts and Opportunities

Reading:

Understanding the WTO, WTO secretariat, Geneva, 2003
(RS) Chap 10: Interest groups and the public

Introduction:

WTO Tariff Reductions on Goods

Session 8: 06/11/2013 at 19.00-21.15 (2hrs)

Multilateral Conflict and Negotiation

Exercise:

Negotiation exercise on WTO NAMA Tariff Reductions

Assignment 1: Write-up of Case #1 due in class (*see case/mandate previously distributed*)

Session 9: 26/11/2013 at 17,00-19.00 (2hrs)

Feedback

Multi-institutional conflict and negotiations

(RS) Chap. 11: "Complex Negotiations

Assignment:

(RS/VM): Chapter 18, Cyprus conflict: will it ever end in agreement?

Handing role instructions and confidential information, preparing strategy in groups
forming of groups, preparing negotiations

Session 10: 26/11/2013 at 19,00-21.15 (2hrs)

Exercise;

Negotiating Cyprus conflict;
Feedback

Session 11: 27/11/2013 at 17,00-19.00 (2hrs)

Feedback (Cyprus simulation)

Session 12: 27/11/2013 at 19,00-21.15 (2hrs)

Negotiation Behaviour of successful negotiators
(RS) Chap. 8: "Negotiation Behaviour"

Return MODE instrument and personal data

Negotiating Across Cultures (1)

(RS) Chap. 14: "Cross-cultural Factors"

Reading:

Hall & Hall, "Understanding Cultural Differences", Intercultural Press, 1990

Hofstede, G., "Cultural Predictors of National Negotiation Styles, 1995 in Mautner-Markoff, F. (ed), Processes of International Negotiations. Westview Press, Boulder, 1989 Exercise: Applying Hall's and Hofstede's concepts to cross-cultural negotiations

Reminder:

Second Assignment: "Conflict Futures Forecast" Term Project due by 15th December (send electronic copy) and see mandate previously distributed)

Closure and evaluation of course

Further Reading

Ch. Dupont, "Coalition Theory: Using Power to Build Cooperation" in William Zartman, International Multilateral Negotiation, Jossey Bass Publ, SF, 1994

Saner,R, Yiu, L: " Porous Boundary and Power Politics: Contextual Constraints of Organization Development Change Projects in the United Nations Organizations", DiploFoundation, vol. 6, Nr. 2, 2002.

R. Saner, L. Yiu: "Swiss Executives as Business Diplomats in the New Europe, 2005", Organizational Dynamics, Elsevier Publ.,Vol.34, Issue 3, pp 298-312



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