

NYU WAGNER GRADUATE SCHOOL OF PUBLIC SERVICE
PADM-GP 4101 -001 CONFLICT MANAGEMENT & NEGOTIATION, June-July 2023

Monday Evening, June 5, 12, 26, and July 03, 2023 (6:00 p.m. – 9:00 p.m.)

Instructor: Raymond E. Kramer

Location: Online - NYU Brightspace - Zoom

Office Hours: After Class or by Appointment

Professor: Raymond E. Kramer

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Office hours: After Class and By Appointment

Course Description:

Conflict management is the practice of recognizing and dealing with disputes in a rational, balanced and effective way. Its goal is to limit the destructive impact of conflict and shift it towards positive results. Negotiation is the art and science of securing agreements between two or more interdependent parties who are seeking to maximize their outcomes. It is a way of getting what you want from others through back-and-forth communication.

This course introduces you to basic concepts about conflict management and negotiation and provides the opportunity to develop your conflict and negotiation skills in class discussion and through interactive exercises and debriefings. Simulations have been chosen to highlight the central concepts that underlie negotiation and conflict management strategy. The course is designed to address a broad spectrum of negotiation and conflict management problems that are faced by managers and professionals in the public arena. A basic premise of this course is that while a public manager needs analytical skills to develop optimal solutions to problems, a broad array of negotiation and conflict management skills are needed for these solutions to be accepted and implemented. Successful completion of this course will give you the tools needed to negotiate effectively and handle conflict productively.

Course Objectives:

The course is designed to assist you in:

- Understanding conflict dynamics and conflict styles
- Identifying your strengths and challenges in managing conflict and negotiating
- Understanding the foundations for effective conflict management and negotiation
- Learning a structured approach to conflict management and negotiation
- Preparing for a negotiation and determining a negotiation strategy
- Learning tools for effective conflict management and negotiation

Key concepts that will be covered include:

- Interests, Issues and positions
- Positional and Interest-Based Approaches to Conflict
- Distributive and integrative bargaining
- BATNA, WATNA and ZOPA
- Claiming value versus Creating value
- Anchoring and leverage

Course Format:

- **Conflict and Negotiation Exercises:** The course is built around a series of interactive exercises. We will be negotiating or participating in some interactive exercise in every class. As a result, class attendance is of paramount importance.
- **Negotiation Debrief:** We will debrief negotiation exercises in class. You are expected to participate in these class discussions.
- **Learning:** You are encouraged to experiment with alternative negotiation styles in this “safe” environment. This is where you can take risks, perhaps lose and in retrospect be happy because you will learn a lesson you will never forget! Recognize your strengths and weaknesses and track your individual progress over the course.
- **Guest Speakers:** We may also have some guest speakers during the course. Students will be expected to incorporate these discussions into their papers.

Evaluation Criteria:

1. 80% - There are two papers required, a mid-session paper and a final paper. Each should be no more than 5 pages, double spaced, in 12-point font, not including cover or reference pages. As with any paper, you must use a consistent citation method for sources. Any sources you quote or rely on must be either footnoted, with source and page references, or noted parenthetically, for example (GTU at p.7) with the full citation provided in a bibliography (e.g., Fisher and Ury, *Getting to Yes*, Penguin Books, 2011). Key headings and terms used in the paper should be in bold lettering (**interests**, **positions** etc.).

The mid-session paper is due **Wednesday, June 21, 2023**, and is worth 35% of the grade. You will write an assessment of a conflict of your choosing whether it involves you, is being or has been managed by you, or is one you are aware of and have enough information to write about. We will discuss a conflict assessment tool in class which you may use for this purpose.

The final paper is due **Monday, July 17, 2023**, and is worth 45% of the grade. The final paper is on a topic of your choosing that relates to conflict management or negotiation. It should reflect

some of the major concepts covered in the class. The paper is your opportunity to demonstrate what you have learned. Your papers will be graded on the following criteria:

- A)** Ability to integrate concepts discussed in class and in the reading into the paper
- B)** Ability to apply these concepts to a negotiation, dispute or industry that interests you
- C)** Ability to communicate the above in an original and well-written manner.

- 2.** 20% - Class participation. Active engagement in the interactive exercises and debriefing is a key way to enhance learning.

Readings:

Available at the Professional Bookstore:

Getting to Yes by Fisher and Ury, Penguin Books 2011, (paperback)(REQUIRED)

Bargaining for Advantage, Shell, R., Penguin Books (rev & updated) 2018,
(paperback)(optional)

Ask for More: 10 Questions to Negotiate Anything, Carter, A. Simon & Schuster
(2020)(optional)

Role plays:

You may need to purchase role plays at a minimal cost that we will be using in class. Instructions for doing so online will be provided.

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Class 1 – Monday, June 5 (6:00 p.m. - 9:00 p.m.)

Topic: Understanding Conflict; Conflict Dynamics; Introduction to Interest-Based Negotiation

Course Introduction (6:00 p.m. – 6:15 p.m.)

Understanding Conflict (6:15 p.m. – 7:15 p.m.)

Break (7:15 p.m. – 7:30 p.m.)

Interactive Negotiation Exercise (7:30 p.m. – 9:00 pm.)

Readings: *Getting to Yes*, pages 1-57

Weitz, Daniel, “The Brains Behind Mediation,” *Cardozo J. of Conflict Resolution*, Vol. 12:471 (posted).

Class 2 – Monday, June 12: (6:00 p.m. – 9:00 p.m.)

Topic: The Link Between Conflict Skills and Negotiation: Understanding Your Conflict Style and Enhancing Communication Skills

Conflict Styles: (6:00 p.m. – 6:45 p.m.)

Guest Speaker: NYPD Detective Jeff Thompson (Mediator and Hostage Negotiator trainer)
(6:45 p.m. – 7:30 p.m.)

Break (7:30 p.m. – 7:45 p.m.)

Lecture and Exercises: (7:45 p.m. – 9:00 p.m.)

Readings: *Getting to Yes*, pages 58-95

The Conflict over Conflict Management, David Lipsky and Ariel C. Avgar (posted)

***Monday, June 19, 2023: No Class**

****Mid-session paper (conflict assessment) due Wednesday, June 21, 2023**

Class 3– Monday, June 26 (6:00 p.m. – 9:00 p.m.)

Topic: Negotiation as a Structured Process: Key Strategies and Concepts

Guest Speaker: Professor Arthur Matthews, Pennsylvania State University
Diversity and Equity in Negotiation; Cross-Cultural Negotiation; Authentic Leadership
(6:00 – 7:30 p.m.)

Break (7:30 p.m. – 7:45 p.m.)

Lecture and Exercises (Negotiation Exercise) (7:45 p.m. – 9:00 p.m.)

Readings: *Getting to Yes*, pages 99-145

BATNA Basics: Boost Your Power at the Bargaining Table, Harvard Program
on Negotiation (PON) Report excerpt (posted)

Other Articles May be Posted

Session 4– Monday, July 3 (6:00 p.m. – 9:00 p.m.)

Topic: Conflict Management and Negotiation Techniques: Considering the Challenges; Diversity, Cross-Cultural Challenges and Leadership as a Negotiator

Lecture and Exercises: Negotiation Principles (6:00 p.m. – 7:30 p.m.)

Break (7:30 p.m. – 7:45 p.m.)

In-Class Negotiation and Debrief (facts and negotiation teams assigned in advance) (7:45 p.m. – 9:00 p.m.)

Course Wrap-Up

Readings: *Getting to Yes*, pages 153-194
Additional readings may be posted

***Final paper due Monday, July 17, 2023**