The public/non-profit administrator, whether primarily concerned with management, policy or finance, is called upon to manage or becomes involved in a wide variety of conflicts. Conflict is ubiquitous – within and between organizations and agencies, between levels of government, between interest groups and government, between interest groups, between citizens and agencies, etc. The increasing complexity and interrelatedness of the issues that the public sector is called upon to address, and the increasing sophistication and engagement of groups representing both public and private interests, compounds the challenge. In this environment, it is essential for public and non-profit administrators to know how to manage conflict effectively.

Effective conflict management involves analyzing a conflict, understanding the dynamics between the parties in conflict, and determining the appropriate method of conflict resolution. In the absence of confidence and skill in conflict management, most public officials resort, often counterproductively, to the use of power, manipulation and control. Possessing confidence and skill, one can effectively exercise the available options for managing conflict.

Through readings, discussions and role-play exercises you will develop an understanding of conflict dynamics and the art and science of negotiation and will be introduced to the role that can be played by conflict resolution techniques such as mediation. The course will emphasize both the theoretical and the practical. The purpose of the required reflective journal essay is for you to think about how what you are learning applies to you, to reflect on your relationship to conflict and negotiation and the ways you deal with them. The purpose of the final paper and negotiation exercise is for you to demonstrate that you have understood the course readings and class presentations and can apply their lessons.

Evaluation:
1. **10% - Class participation.** This is for contributions to class and participation in class exercises, not for mere attendance - attendance is mandatory. There is no alternative assignment.

2. **10% - Performance in “Sally Swansong” role-play.** Your grade will reflect how well you advance the interests of the party you represent in the negotiation and how well you demonstrate negotiation competence by applying the best practices discussed in the course.

3. **80% - Reflective essay discussing what you learned from preparing for and from participating in the final negotiation exercise on a date TBD. Maximum five (5) pages, double-spaced, 10- or 11-point font, with minimum 1” margins; due Wednesday, January 28th or by mutual agreement. Deliver it by email. If you cannot do so you may fax it to (202) 478-2929.** My evaluation of the paper will be primarily based on your ability to demonstrate that you have studied the course readings and reflected on the class discussions and can apply their lessons to what you did and what you observed from the negotiation exercises. You should therefore cite course readings and class discussions whenever possible – you can put footnotes at the bottom of the page or in parentheses in the text (author, title if there is more than one title by the author in the readings, page number). Though content is paramount, grammar, punctuation, spelling, clarity and professional presentation all matter.

**Course Readings:**
Both are available at the Professional Bookstore
- Articles posted on Blackboard
Session 1: Tuesday, January 6th – 6:45 – 10:15 p.m. – Silver 810
Conflict Management and Conflict Dynamics
Strategies for Managing Organizational Conflict

Assignment: Do Negotiation Exercise (1) (to be assigned) outside of class.

Readings for Session 1:
Deikman, The Observing Self, pp. 92-5; Boston, MA: Beacon Press, 1982
Hofstadder, excerpts from "Metamagical Themas: Computer tournaments of the Prisoner’s Dilemma suggest how cooperation evolves," Scientific American, May, 1983
Malhotra and Bazerman, Negotiation Genius, Introduction, Chapter 14 (pp. 296-top half of 300), and Chapters 4 and 5; New York, NY: Bantam Dell, 2007

Session 2: Tuesday, January 13 – 6:45 – 10:15 p.m.) – Sliver 802
Principles of Negotiation

Assignment: Do Negotiation Exercise (2) (to be assigned) outside of class.
Turn in agreement from Negotiation Exercise (1).

Readings for Session 2:
Malhotra and Bazerman, op.cit., Chapters 1 – 3 and 6-10
Ury, Brett and Goldberg, "Three Approaches to Resolving Disputes," Chapter 1 in Getting Disputes Resolved: Designing Systems to Cut the Costs of Conflict; San Francisco, CA: Jossey-Bass, 1988
"When Mediation Succeeds"
P11.4201 (002), CONFLICT MANAGEMENT AND NEGOTIATION
Spring 2009

Session 3: Saturday, January 17 – (10:00 a.m. – 1:30 p.m.) – Silver 802
Competing Theories of Negotiation

Assignments:

Do the Sally Swansong negotiation outside of class (allow 30-45 minutes and bring a calculator with you, just in case you need it). Write up and sign your agreement (to be handed in at Class Session 4). It will be graded on the basis of both how well you did for your client, compared to how others in the class did for that same client, and how well you demonstrated negotiation best practices.

Be prepared to discuss the explicit and implicit debate about power in the six readings assigned for this session. You may be called on to summarize the authors’ respective views, and you will need to have thought about these readings, not just read them.

Be prepared to speak about the relevance of the course experiences and readings for your life (any aspect). What are the conflict management and negotiation strategies you think you typically use in life? What are you learning about yourself in relation to conflict and negotiation?

Turn in Negotiation Exercise (2).

Readings for Session 3:

Malhotra and Bazerman, op. cit., Chapters 11 and 13
Meltsner & Schrag, "Negotiating Tactics for Legal Services Lawyers," in Goldberg, Sander & Rogers, eds, Dispute Resolution: Negotiation, Mediation & Other Processes, pp. 18-23; Boston, MA: Little, Brown, 1992
Murray, "Understanding Competing Theories of Negotiation," Negotiation Journal, Apr. 1986

Session 4: Saturday, January 24 – (10:00 a.m. – 1:30 p.m.) – Silver 802
Communication in Conflict Management

Assignments:

Be prepared to play the role of Audrey Simmons at the meeting in her office when the community representatives demand the cancellation of the awards ceremony in “Audrey Simmons and the FAA” (see below).

Turn in your “Sally Swansong” written agreement.

Do the negotiation exercise (to be assigned) outside of class (allow an hour) and write up your agreement, to be handed in with your final essay.

Readings for Session 4:

Malhotra and Bazerman, op. cit, Chapter 12
Stone, Patton & Heen, excerpts from Difficult Conversations; NY, NY: Viking Press, 1999