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, 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 exercise other options.

Through readings, discussions, and simulations you will develop an understanding of conflict dynamics and the art and science of negotiation. The course will emphasize both the theoretical and the practical. You are encouraged to keep a journal, as you will almost certainly learn a lot about yourself, and self-awareness is central to the development of these skills.

Evaluation:
1. **10% - Class participation.** This is for contributions made to class sessions. **NOTE:** Attendance at classes and participation in almost-weekly outside-of-class negotiation exercises are mandatory.

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. See below for more detail.

3. **80% - Reflective essay discussing what you learned from preparing for and from participating in the final negotiation exercise.** **NOTE:** The final negotiation exercise is a team negotiation that will take place following the final class, at a time to be chosen by both teams. The final paper is to be a maximum of five pages in Word (not a pdf file), double-spaced, indented paragraphs (so that no extra lines are needed between paragraphs), 10- or 11-point Times New Roman font, using 1” margins. Due via e-mail on Friday, November 30, or by mutual agreement. 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 see their relevance to what you did and what you observed during the final negotiation exercise. Therefore cite course readings and class discussions, putting footnotes in parentheses in the text (author and page number, and title if there is more than one by that author in the readings). Though content is paramount, grammar, punctuation, spelling, clarity and professional presentation all matter, and papers that are poorly written or full or mistakes will not be eligible for a grade in the A-/A range – and may even be returned to be redone, with an automatic grade reduction. You are accountable for the basic rules of grammar contained in the Grammar Sheet posted on Blackboard, but you should consult Strunk’s classic The Elements of Style or an online guide or seek assistance from the Writing Center (212-998-8866, writingcenter@nyu.edu) if your writing needs improvement.

4. **0% - Fun.** You are sincerely invited to have fun in this course. It is not a requirement, and how much fun you have will not affect your grade in the course.

Readings:
Available at the Professional Bookstore
- Malhotra, D. & M. Bazerman, Negotiation Genius; NY, NY: Bantam Dell, 2008 (paperback)
- Stone, Patton & Heen, Difficult Conversations; NY, NY: Viking Press, 2010 (paperback)

Articles posted on Blackboard
Session 1 - Monday, September 10:  (8:35-10:15 p.m.) – 25 W. 4th St., room C-8
Conflict Management and Conflict Dynamics – part one

Readings:
Deikman, The Observing Self, pp. 92-95; Boston, MA: Beacon Press, 1982


Hofstadter, excerpts from “Metamagical Themas: Computer tournaments of the Prisoner’s Dilemma suggest how cooperation evolves,” Scientific American, May, 1983


Session 2 - Monday, September 24:  (8:35-10:15 p.m.) – 25 W. 4th St., room C-8
Conflict Management and Conflict Dynamics – part two
Strategies for Managing Organizational Conflict
Principles of Negotiation – part one

Readings:
Malhotra and Bazerman, Negotiation Genius, Introduction, Chapter 14 (pp. 296-top half of 300); New York, NY: Bantam Dell, 2007


Assignment for Session 3: Do Development Negotiation in the Project Review Process negotiation outside class. In class, identify individuals with scheduling problems
Session 3 - Monday, October 1: (8:35-10:15 p.m.) – 25 W. 4th St., room C-8
Principles of Negotiation – part two

Assignments:

1. Do Development Negotiation in the Project Review Process negotiation outside class (see Blackboard for basic roles and additional material for 1 or 2 optional follow-up meetings).

2. Fill out the Negotiation Style Survey and Negotiation Style Survey Scoresheet and bring to class.

Readings:

- Malhotra and Bazerman, op. cit., Chapters 1 – 5.

Assignment for Session 4: Do Maxwell House negotiation outside of class. In class, identify individuals with scheduling problems

Session 4 - Monday, October 8: (8:35-10:15 p.m.) – 25 W. 4th St., room C-8
Principles of Negotiation – part three

Assignment: Do Maxwell House negotiation outside class. (See Blackboard for basic roles and additional material for 1 or 2 optional “follow-up meetings”).

Readings:

- Malhotra and Bazerman, op. cit., Chapters 6 - 10.

Assignment for Session 5: Do Sally Swansong negotiation outside of class. In class, identify individuals with scheduling problems
Session 5 - Monday, October 22: (8:35-10:15 p.m.) – 25 W. 4th St., room C-8

Principles of Negotiation – part four

Assignment:
Do the Sally Swansong negotiation outside of class (allow 30-45 minutes and bring a calculator with you, just in case you need it). Each pair of negotiators will write up and legibly sign an agreement, assuming they reach one, to be handed in at session 5. 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. If you think that my understanding of your individual performance won’t be clear from the agreement itself, you may (but are in no way obligated to) write me an individual memo explaining why the negotiation ended up as it did.

Schedule preparation for final session: You will be preparing in two- or three-person teams consisting of one of more Wagner students, who will be the client, paired with an NYU law student as your attorney, to negotiate a case (most likely to be assigned during the week between sessions 5 and 6) with another such team. As soon as you are assigned to a team, schedule a time and place to have a team preparation meeting lasting no less than three hours. Keep in mind that you may end up wanting a second preparation meeting, so don’t schedule it too close to the final exercise itself on Nov. 18.

Readings:
Malhotra and Bazerman, op. cit. Chapters 11-13

Session 6 - Monday, October 29: (8:35-10:15 p.m.) – 25 W. 4th St., room C-8

Competing Theories of Negotiation

Assignments:
1. 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.

2. 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?

Readings:


Murray, "Understanding Competing Theories of Negotiation," Negotiation Journal, Apr. 1986
Session 7 – Monday, November 5: (8:35-10:15 p.m.) – 25 W. 4th St., room C-8
Communication in Conflict Management

Assignment:
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”

Readings:


Schindler & Lapid, excerpts, The Great Turning; Santa Fe, NM: Bear & Co., 1989

Assignment for final session: Prepare in two- or three-person teams consisting of one or more Wagner students, who will be the client, paired with an NYU law student as your attorney, to negotiate a case (to be assigned) with another such team.

Session 8 – SUNDAY, November 18: (11:00am - 2:30pm): 245 Sullivan St. (Furman) rm. 212
Final negotiation exercise and debriefing – with NYU Law School students

Final paper: Reflections on the final negotiation exercise
The final negotiation exercise, to be conducted outside of class, will be a team negotiation. You will be a member of a two- or three-person team and will negotiate with another team. You will need to set aside time to meet as a team to prepare for the negotiation and find a convenient time at which both teams can negotiate for two hours, or more if necessary.

Upon the completion of the negotiation, the two teams will together prepare a written statement that (a) either spells out the terms of the agreement or states that no agreement was reached and (b) lists the names of all the negotiators, by teams. The statement will be submitted electronically, and we will disseminate a compilation of the statements to all the teams after everyone has done the exercise.

Your final paper will be a personal reflection essay on what you learned from preparing for and participating in the final negotiation exercise, including any insights gained from seeing the results submitted by the other negotiating groups. (Please see page 1 of this syllabus for more detail about formatting and due date.) You are encouraged to use the exercise to the fullest as a learning experience by finding time to ask your teammate – and even your counterparts – for feedback about what you did well and what you could improve upon.
The paper will be evaluated primarily on (a) the quality of your insights and (b) your ability to demonstrate that you have studied the course readings and reflected on the class discussions and see their relevance to what you did (or should have done) and what you observed during the preparation for and conduct of the final negotiation exercise (this can include observations that what happened contradicted or raised questions about the usefulness of the guidance contained in the readings and discussion). Therefore cite course readings and class discussions, putting footnotes in parentheses in the text (author and page number, and title if there is more than one by that author in the readings). Though content is paramount, grammar, punctuation, spelling, clarity and professional presentation all matter, and papers that are poorly written or full or mistakes will not be eligible for a grade in the A-/A range – and may even be returned to be redone, with an automatic grade reduction.