



**NYU**

**ROBERT F. WAGNER GRADUATE  
SCHOOL OF PUBLIC SERVICE**

**PADM-GP 4101 -001**

**CONFLICT MANAGEMENT & NEGOTIATION**

**Summer 2022**

Monday Evening, June 6, 13, 20 and 27, 2022 (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 (GTY 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 Sunday, June 19, 2022, 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 Friday, July 8, 2022, 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)

Additional reading may be posted. **Role**

**plays:**

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

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

Topic: Understanding Conflict; Introduction to Interest-Based Negotiation

Course Introduction (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.)

Interactive Negotiation Exercise (7:40 p.m. – 9:00 pm.)

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

**Class 2 – Monday, June 13: (6:00 p.m. – 9:00 p.m.)**

Topic: The Link Between Conflict Skills and Negotiation: Understanding Your Conflict Style and Enhancing Communication Skills; the Neuroscience of Conflict

Guest Speaker: Professor Daniel Weitz, New York University Law School “Understanding the Neuroscience of Conflict” (6:00 p.m. – 7:30 p.m.)

Lecture and Exercises (7:40 p.m. – 9:00 p.m.)

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

Weitz, Daniel, “The Brains Behind Mediation,” *Cardozo J. of Conflict Resolution*, Vol. 12:471 (posted).  
*The Conflict over Conflict Management*, David Lipsky and Ariel C. Avgar (posted)

**Class 3– Monday, June 20 (6:00 p.m. – 9:00 p.m.)**

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

Lecture and Exercises

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, June 27 (6:00 p.m. – 9:00 p.m.)**

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

Guest Speaker: Professor Arthur Matthews, Pennsylvania State University  
In-Class Negotiation and Debrief (facts and negotiation teams assigned in advance)

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