
Course plan

B2.518 - Overcoming Negotiation Deadlocks Credits: 4.0

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Description

Whether in diplomacy, international business relations, our daily work contexts or personal life -negotiating effectively is a key competency to successfully addressing everyday challenges. On the global scale, the challenge of renewed multilateralism is closely linked to the ability of the international community to foster truly productive negotiation processes that bring about solutions that last. When vital interests collide, egos clash, and time presses for solutions, the negotiator's main challenge is to know the moves that help overcome deadlock and that bring the negotiation process back on a problem-solving track.

This course on Overcoming Negotiation Deadlocks aims to equip students with practical skills to enhance individual negotiation capacity and lead through situations of deadlock. It will also help students to improve their negotiation performance in order to obtain better outcomes in bilateral and multilateral negotiations as well as to become brokers of agreements when solutions look impossible.

The course is divided into three activity-centered Modules. The first part will be dedicated to define the particular characteristics of negotiations as a way to deal with conflict and differences. In addition, students should be able to distinguish between different tools and approaches to negotiations and assess their advantages and disadvantages in different situations, in pursuit of one's objectives.

The second Module of the course will revolve around the psychological biases in negotiations, interest-based negotiation vs. positional bargaining and techniques to negotiate for mutual gain.

The third Module will be dedicated to analysing the most common factors that lead to deadlock, applying techniques that deal with tense situations, identifying common ground under difficult circumstances and deal with cultural and gender differences, as they occur. In addition, in this module, students should also participate in an individual simulation exercise on multi-party negotiation in international affairs.

The course as part of the programme as a whole

The Master's Degree in International Affairs and Diplomacy and related qualifications (UOC - UNITAR) is designed for diplomats and government officials involved in international affairs, as well as those persons involved in international relations or seeking a career in this field. The course Overcoming Negotiation Deadlocks will help students to improve their negotiation performance in order to obtain better outcomes in bilateral and multilateral negotiations, but also to become brokers of agreements when solutions look impossible.

Professional fields it is linked to

- National bodies (such as government ministries and departments, civil services, think-tanks and policy advisory groups)
- Embassies and consulates
- International organisations (such as the UN, UN agencies, EU departments)
- Campaign groups, aid agencies and other nongovernmental organizations (NGOs)
- Companies operating on an international level
- Journalists and other media professionals
- Banking, financial services and corporate consultancy
- University lecturers

Prior knowledge

No prior knowledge is required, although some notions of international relations and negotiation theories might be useful.

Objectives and competencies

The course Overcoming Negotiation Deadlocks aims to help the students:

- Distinguish between different approaches to negotiations, incl. distributive and integrative negotiations;
- Detect 'psychological traps' in complex situations and how to avoid them;
- Employ a comprehensive tool box for various negotiation situations and stages, incl. preparation, conduct and closure of negotiation;
- Identify the most effective strategies in specific situations, based on learning experience, case analysis and practitioners' feedback and advice.

Content

UNIT	CONTENT	MATERIALS	ACTIVITIES
1. The Negotiator's Toolbox	Definition of negotiation. Tools of talk power - working towards one's own objectives and the power of alternatives. Tools of talk power - procedural devices	<ul style="list-style-type: none"> • Module 1 " The Negotiator's Toolbox - Dealing with Conflict, Aiming for Agreement, Different Negotiation Styles " (PDF) • Shell, G. (2001). Teaching Ideas: Bargaining Styles and Negotiation: The Thomas-Kilmann Conflict Mode Instrument in Negotiation Training. Negotiation Journal, 17(2), pp.155-174. 	CAT 1
2. Key Elements of Effective Negotiations	In-depth analysis of psychological biases. Interest-based negotiation vs. positional bargaining. Techniques to negotiate for mutual gain	<ul style="list-style-type: none"> • 2 " Key Elements of Effective Negotiations" (PDF) • Fisher, R. and Stewart, J. (2018). Searching for Common Ground: How Negotiators Make Progress in Unlikely Situations: An Interview with Roger Fisher. 	CAT 2

- Sebenius, J. (2013). What Roger Fisher Got Profoundly Right: Five Enduring Lessons for Negotiators. *Negotiation Journal*, 29(2), pp.159-169.
- Thompson, L. and Leonardelli, G. (2004). The Big Bang: The Evolution of Negotiation Research. *Academy of Management Perspectives*, 18(3), pp.113-117.
- Thompson, L., Peterson, E. and Brodt, S. (1996). Team Negotiation: An Examination of Integrative and Distributive Bargaining. *Journal of Personality and Social Psychology*, 70(1), pp.66-78.

3. Overcoming Deadlock at the Table	Application of techniques to deal with difficult counterparts and negative emotions and using positive ones especially in multi-party negotiations	• Module 3 "Overcoming Deadlock at the Table" (PDF)	CAT 3 SIMEX
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Resources

View the learning resources used in the subject

Material	Support
Overcoming Deadlock at the Table	Pdf
Key Elements of Effective Negotiations	Pdf
The Negotiator' s Toolbox ' Dealing with Conflict, Aiming for an Agreement, Different Negotiation Styles	Pdf

View the bibliography titles available in the library

- Krug, Steve, autor (0). Don't make me think, revisited : a common sense approach to Web usability / Steve Krug. [Berkeley, Calif.] : New Riders, cop. 2014
ISBN: 9780133597271
- Krug, Steve, autor (0). Rocket surgery made easy : the do-it-yourself guide to finding and fixing usability problems / Steve Krug. Berkeley, CA : New Riders, cop. 2010
ISBN: 9780321657299
- Raskin, Jef (2000). The Humane interface : new directions for designing interactive systems / Jef Raskin. Reading (Mass.) [etc.] : Addison-Wesley, 2000
ISBN: 0201379376
- Rogers, Scott (2014). Level up! : the guide to great video game design / Scott Rogers. Chichester : Wiley, 2014
ISBN: 9781118877166
- Saunders, Kevin (Kevin D.) autor (0). Game development essentials : game interface design / Kevin D. Saunders, Jeannie Novak. Australia : Delmar, Cengage Learning, 2013
ISBN:
- Schell, Jesse (2008). The Art of game design [Rekurs electrònic] : a book of lenses / by Jesse Schell. Amsterdam : Morgan Kaufmann, 2008
ISBN: 9780123694966

Support tools and learning resources

MANDATORY READINGS

The course consists of 3 modules and 5 readings.

MODULE 1

PDF Narrative:

- [Narrative 1 " The Negotiator's Toolbox - Dealing with conflict, Aiming for Agreement, Different Negotiation Styles " \(PDF\)](#)

Academic readings

- Shell, G. (2001). Teaching Ideas: Bargaining Styles and Negotiation: The Thomas-Kilmann Conflict Mode Instrument in Negotiation Training. *Negotiation Journal*, 17(2), pp.155-174.

MODULE 2

PDF Narrative:

- [Module 2 " Key Elements of Effective Negotiations " \(PDF\)](#)

Academic readings

- Fisher, R. and Stewart, J. (2018). Searching for Common Ground: How Negotiators Make Progress in Unlikely Situations: An Interview with Roger Fisher. 14th ed. *Harvard International Review*, pp.32-34.

- Sebenius, J. (2013). What Roger Fisher Got Profoundly Right: Five Enduring Lessons for Negotiators. *Negotiation Journal*, 29(2), pp.159-169.
- Thompson, L. and Leonardelli, G. (2004). The big bang: The Evolution of Negotiation Research. *Academy of Management Perspectives*, 18(3), pp.113-117.
- Thompson, L., Peterson, E. and Brodt, S. (1996). Team negotiation: An examination of integrative and distributive bargaining. *Journal of Personality and Social Psychology*, 70(1), pp.66-78.

MODULE 3

PDF Narrative:

- Narrative 3 " Overcoming Deadlock at The Table " (PDF)

OPTIONAL READINGS

MODULE 1

- Thompson, L.L., (2012). *The Mind and Heart of The Negotiator*. Pearson, Boston, pp. 92- 125.
- Brett, J. and Thompson, L. (2016). *Negotiation. Organizational Behavior and Human Decision Processes*, 136, pp.68-79.
- Preuss, M. and van der Wijst, P. (2017). A phase-specific analysis of negotiation styles. *Journal of Business & Industrial Marketing*, 32(4), pp.505-518.
- Stern, P. and Druckman, D. (2000). *Ripeness: The Hurting Stalemate and Beyond* by Zartman, W in: *International conflict resolution after the cold war*. Washington, D.C.: National Academy Press, pp.225-250.

MODULE 2

- Thompson, L.L., (2012). *The Mind and Heart of The Negotiator*. Pearson, Boston, pp. 38 - 91.
- Lax, D. and Sebenius, J. (2008). *3-D negotiation*. Boston, Mass.: Harvard Business School Press, pp.7-50.

MODULE 3

- Allison, G. (2012). *The Cuban Missile Crisis at 50*. [online] Foreign Affairs. Available at: <https://www.foreignaffairs.com>
 - Anderson, E. (2018). African Health Diplomacy: Obscuring Power and Leveraging Dependency Through Shadow Diplomacy. *International Relations*, 32(2), pp.194-217.
 - Bicchi, F. and Bremberg, N. (2016). European Diplomatic Practices: Contemporary Challenges and Innovative Approaches. *European Security*, 25(4), pp.391-406.
 - Coleman, K. (2011). Locating norm diplomacy: Venue change in International Norm Negotiations. *European Journal of International Relations*, 19(1), pp.163-186.
 - Florea, N., Boyer, M., Brown, S., Butler, M., Hernandez, M., Weir, K., Meng, L., Johnson, P., Lima, C. and Mayall, H. (2003). Negotiating from Mars to Venus: Gender in Simulated International Negotiations. *Simulation & Gaming*, 34(2), pp.226-248.
 - Kopper, A. (2015). Managing conflicting 'Truth Claims' - Ambiguity in The Diplomat's Toolkit in East-Asian Island Conflict. *The Pacific Review*, 29(4), pp.603-624.
 - Meerts, P. (2015). *Diplomatic Negotiation: Essence and Evolution*. [online] Clingendael.org.
 - Singh, J. (2015). Diffusion of Power and Diplomacy: New Meanings, Problem Solving, and Deadlocks in Multilateral Negotiations. *International Negotiation*, 20(1), pp.73-88.
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