SYLLABUS
NEGOTIATION AND PEACEMAKING
May 30, 31, and June 6, 13, 20
9:00 a.m.-5:00 p.m.
Class will be held at Arlington Campus (Founders Hall) Room TBD

Professor: Theodore Feifer, Ph.D.
Office: Arlington Campus, Room TBD
Mailing Address: 3351 Fairfax Drive, MS 3B1
George Mason University, Arlington, VA 22201-4498
Phone: 301-775-1912 (mobile)
E-mail: tfeifer@gmu.edu
Office Hours: Meetings as agreed

Purpose of Class
Making the transition from university to the practitioner’s world can be a shock for newcomers to international affairs. Skills that have served students well are not always those they will need as negotiators facing real world challenges. This course will seek to bridge the two worlds. Students will apply negotiation principles and related skills to the practical tasks of negotiation in peacemaking.

Learning Outcomes
Students will review key principles of negotiation, and the influence of context; analyze styles used during conflict; practice communication skills essential to the negotiator, including active listening and writing for advocacy; assess alternatives as part of a negotiating strategy; contend with challenges facing the negotiator and deal with them; use a problem solving approach; practice turning general understandings into an implementable process; and apply these skills in practical situations.

Course Requirements
The course will utilize a range of formats: presentation and discussion; video; small group work; exercises; and a complex simulation. Active participation in discussions and exercises is mandatory. Professionals in public policy must be able to speak and operate effectively in small groups. The only way to learn these skills is to practice them. Given the compressed nature of the course, students are expected to attend each class.

Grading
- Completion of no-cost online course on negotiation and conflict management (10%)
- One multiple question quiz (10%)
- One paper (40%)
- Class participation (40%)

Course Outline
Prerequisite: Read no-cost online course on negotiation and conflict management prior to first class. Go to link to Online Course on Negotiation and Conflict Management. Materials in the course provide an excellent review. Start on page 1. (Unfortunately, links in the course itself are dead. Related Resources and Perspectives in course are also not available. There is no longer an end of online course exam or Certificate of Completion as stated on p.2 of text. The online course is no longer supported by USIP. Contact me if you have problems accessing the course.). Students should have questions regarding the material in the online course. Prepare to raise your questions for discussion on the first day of class.
Saturday, May 30
9:00-10:00  Introductions - Review key principles of negotiation
10:00-11:00  Negotiation exercise
11:00-12:30  Active listening (presentation/exercise)
12:30-1:30  Lunch
1:30-2:30  Best practices of an effective negotiator (video/discussion)
2:30-3:00  Conflict styles/self-assessment
3:00-4:00  Styles discussion
4:00-5:00  Using conflict styles

Sunday May 31
9:00-10:00  Analyzing a conflict (video)
10:00-11:00  Debriefing
11:00-12:30  Using a problem solving framework (group exercise)
12:30-1:30  Lunch
1:30-2:30  Advocacy through effective writing: memos and cables (discussion)
2:30-3:30  Saying what you want to say in a 2-page memo (discussion)
3:30-4:15  Considering Alternatives: Best Alternatives to a Negotiated Agreement (BATNA)
4:15-5:00  BATNA Exercise

Assignment – Paper: Write an action memo to the U.S. Secretary of State on what you recommend he/she do about an upcoming issue (no more than 2 pages and due June 6)

Saturday, June 6
9:00-10:00  Role of a third party (discussion)
10:00-11:00  Negotiation or Mediation? - A meeting (video)
11:00-11:45  Analysis (small groups)
11:45-12:30  Debriefing
12:30-1:30  Lunch
1:30-2:30  Negotiation tactics (presentation)
2:30-3:30  Exercise
3:30-5:00  Negotiating electronically (discussion/exercise)

Saturday, June 13
9:00-9:30  Feedback on student memos
9:30-10:30  Making high-level agreements operational (discussion)
10:30-11:30  Reviewing an agreement to identify issues for clarification (in small groups)
11:30-12:30  Debriefing
12:30-1:30  Lunch
1:30-3:00  Reviewing a plan for implementation (in small groups)
3:00-4:00  Debriefing
4:00-5:00  Preparing for simulation

Saturday, June 20
9:00-10:00  Planning for Simulation
10:00-12:30  Simulation play
12:30-1:30  Lunch
1:30-4:00  Simulation play
4:00-5:00  Debriefing
**Required Readings**
Necessary readings will be distributed during the course.

**SPP Policy on Plagiarism**
The profession of scholarship and the intellectual life of a university as well as the field of public policy inquiry depend fundamentally on a foundation of trust. Thus any act of plagiarism strikes at the heart of the meaning of the university and the purpose of the School of Public Policy. It constitutes a serious breach of professional ethics and it is unacceptable. Plagiarism is the use of another’s words or ideas presented as one’s own. It includes, among other things, the use of specific words, ideas, or frameworks that are the product of another’s work. Honesty and thoroughness in citing sources is essential to professional accountability and personal responsibility. Appropriate citation is necessary so that arguments, evidence, and claims can be critically examined. Plagiarism is wrong because of the injustice it does to the person whose ideas are stolen. But it is also wrong because it constitutes lying to one’s professional colleagues. From a prudential perspective, it is shortsighted and self-defeating, and it can ruin a professional career. The faculty of the School of Public Policy takes plagiarism seriously and has adopted a zero tolerance policy. Any plagiarized assignment will receive an automatic grade of “F.” This may lead to failure for the course, resulting in dismissal from the University. This dismissal will be noted on the student’s transcript. For foreign students who are on a university-sponsored visa (e.g. F-1, J-1 or J-2), dismissal also results in the revocation of their visa. To help enforce the SPP policy on plagiarism, all written work submitted in partial fulfillment of course or degree requirements must be available in electronic form so that it can be compared with electronic databases, as well as submitted to commercial services to which the School subscribes. Faculty may at any time submit student’s work without prior permission from the student. Individual instructors may require that written work be submitted in electronic as well as printed form. The SPP policy on plagiarism is supplementary to the George Mason University Honor Code; it is not intended to replace it or substitute for it.

(https://www.gmu.edu/facstaff/handbook/aD.html)

**Special Needs of Students**
If you are a student with a disability and you need academic accommodations, please see me and contact the Disability Resource Center (DRC) at 993-2474. All academic accommodations must be arranged through the DRC.