



The Theory and Practice of Negotiation

January 16, January 30, February 13, 2010



**UNIVERSITÉ
DE GENÈVE**



Course Instructor

Lucio **BACCARO** is Professor of Sociology in the Faculty of Social and Economic Sciences at the University of Geneva. His research focuses on collective bargaining and negotiated policy-making. Prior to joining the University of Geneva in January 2009 he was a faculty member at the Sloan School of Management in the Massachusetts Institute of Technology (MIT). At MIT he designed and taught courses in power and negotiation as part of the Master of Business Administration/Leaders for Manufacturing programme.

Guest Speakers and Lecturers

Patricia O'DONOVAN, Executive Director, International Labour Office (intra-organizational negotiations)

Kari TAPIOLA, Executive Director, International Labour Office (multi-party / multi-issue negotiations)

Asha WILLIAMS, Chief of Mediation Services, International Labour Office (mediation)

Teaching Assistant and Coordination

Conor CRADDEN, Department of Sociology, University of Geneva (logistics coordination, class assistance, maintenance of the course web page and class materials)



Course Overview

Whether we know it or not, we all negotiate and we do so all the time. At every moment of the day, whether at home or at work, we are involved in negotiations – negotiations with our children about what they should wear to school or how much time they should spend doing homework; negotiations with our partners about who should cook dinner or do the dishes; negotiations with colleagues, subordinates, chiefs, administrators, friends, foes and every other conceivable type of person about any number of different issues. Negotiation, formal or informal, is what we all use to coordinate what we do and what we want with the actions, needs and desires of other people.

The fact that negotiations are omnipresent and that we all have an instinctive understanding of what negotiation involves, just as we all know how to use language, does not mean that the ability to negotiate well is innate. Although some lucky individuals seem to have a greater natural capacity to negotiate than others, for most people negotiation is something that needs to be learnt. Developing negotiation skills is the purpose of this course.

In particular, the course aims to ‘unfreeze’ ingrained negotiation habits, allowing participants to develop more effective techniques and practices. In many cases, this approach can lead to a dramatic improvement in the ability to create and appropriate value in negotiations.

The course is practice-oriented, with each class focusing on a different type of real-world negotiation scenario. Participants will initially be asked to apply their own instinctive approach to dealing with the scenario at hand. Then they will be given an opportunity to reflect on the strengths and weaknesses of their strategies and to learn about possible alternatives. Finally, they will apply what they have learnt to another negotiation scenario of the same type. The course deals with four types of negotiation: distributive bargaining, integrative bargaining, intra-organizational negotiation, and multi-party, multi-issue negotiation.

Goals of the course

Improving negotiating skills for use in the professional environment;
explaining the basic concepts and methods of negotiation research.

Acquired Competences

- Knowledge of the structural features that distinguish the different types of negotiation and hence affect the choice of bargaining strategies
- Capacity to prepare and plan for negotiations effectively
- Ability to analyze and understand the strategies of bargaining counterparts
- Exposure to a variety of negotiation situations
- Appreciation of both the rational and emotional aspects of negotiations

Audience

All types of professionals for whom the social dimension of interaction is crucial. This could include private and public sector managers, consultants, lawyers, sales staff, civil servants (including international civil servants), union representatives, mediators, staff of NGOs and civic associations and human resource professionals.

Course Structure

The course takes place over three Saturdays between 8.30 am and 5.30 pm. Each day of the course will include two thematic sessions: one in the morning and one in the afternoon. In total, the course involves 22 hours of teaching plus 18 hours of personal work.

Teaching methods

In each session the group will analyze a different type of negotiation scenario. Active participation and involvement are key ingredients for this course. Indeed, a great deal of learning will come from collective reflection on one's own and others' experiences.

Teaching methods will include:

- Role play
- Lectures
- Full class discussion
- Discussion in small groups
- 'Fish-bowl' role-play (selected participants engage in role-play in front of the class, followed by a full-class debriefing session)
- Videos
- First-hand accounts of negotiation by practitioners

The main language of the course is English. The teaching material is also in English.



P r o g r a m m e

Saturday 16 January

8.30 to 12.30

Distributive Bargaining

Distributive bargaining is a negotiation scenario in which there are two parties, a single issue to be negotiated and no concern about future interactions or 'reputation effects'. This particular bargaining scenario is conducive to hard negotiations and to the use of unpleasant bargaining tactics, including unethical behaviour. Participants should be able to recognize the bargaining structures that are conducive to this kind of behaviour and to develop appropriate counter-strategies.

The class will be structured as follows:

- 1 Group discussion of bargaining strategy and in particular the role of each participant. (The goal of the group discussion is to make sure all participants have more or less the same degree of preparation, since inadequate preparation impacts negatively on the learning experience of everyone involved)
- 2 First bargaining simulation
- 3 Class debrief on simulation
- 4 Lecture on distributive bargaining strategies, credible threats and promises
- 5 Second bargaining simulation
- 6 Fish-bowl role-play and class discussion

13.30 to 17.30

Integrative Bargaining

Integrative bargaining involves two parties and multiple issues. The goal of the negotiation is not for each party to try to appropriate as much value as

possible at the expense of the other – a competitive division of a ‘cake’ of a fixed size – but to agree on how to make the ‘cake’ bigger as well as its division. Hence this type of negotiation is not just about value-claiming but is also about value-creation. Value-creation, unlike value-claiming, requires truthful communication and the establishment of a rapport between the parties.

In this part of the course participants will learn to analyze a multiple-issue negotiating scenario. They will learn to distinguish between compatible issues, distributive issues, and issues that can be integrated – that can be wrapped up together in a mutually beneficial package – as well as the importance of active listening and effective communication.

There will be two negotiation simulations with exactly the same structure but different substantive content.

The class will be structured as follows:

- 1 Group discussion of bargaining strategy and the role of each participant
- 2 First bargaining simulation
- 3 Class debrief on first simulation
- 4 Lecture on integrative bargaining, focusing on what distinguishes it from distributive bargaining
- 5 Second bargaining simulation
- 6 Class debrief on second simulation

Saturday 30 January

8.30 to 12.30

Principled Negotiation and Deliberation

One of the most important features of negotiation is uncertainty. Actors rarely know how their interests are going to be affected by future states of the world. They find it difficult to clearly identify issues and how their interests might be affected by them. In these circumstances negotiation is, or should be, a deliberative problem-solving exercise in which the parties explore possible ways of furthering their mutual interests. The approach to negotiation known as ‘principled’ or ‘interest-based’ bargaining, developed by the Harvard Program on Negotiation group (Fisher et al. 1981), is an effective way to proceed in this particular negotiation scenario, as well as in others. The approach will be examined in this class, as well as the link between the approach and the theory of deliberation.

The bargaining simulation will feature an open-ended scenario: the bargaining parties will be presented with a multi-faceted problem and their main task will be to come up with creative options that reconcile the parties' interests. To be able to do so, they will have to find ways to communicate effectively.

The class will be structured as follows:

- 1 Group discussion of bargaining strategy and the role of each participant
- 2 Bargaining simulation
- 3 Class debrief on simulation
- 4 Lecture on interest-based bargaining and deliberation
- 5 Class exercises on
 - Separating people from problems
 - Distinguishing between interests and positions
 - The importance of neutralizing the divisive potential of distributive issues

13.30 to 17.30

Intra-organizational Bargaining

This class examines an important, albeit often overlooked, dimension of negotiations: the vertical relationship between the bargaining agent or committee and the constituency on whose behalf it acts. This dimension is clearly visible in collective bargaining, where trade union leaders need to make sure their constituents are ready to accept the compromise solutions proposed to them, but is also present in other contexts – think of a CEO who needs to make sure all her divisional managers are 'on board' or of a government official seeking parliament's assent to negotiate a policy change.

This class will deal both with principal-agent problems (what criteria need to be taken into account when choosing an agent for negotiations, or a spokesperson for a group), and with the influence that leaders exercise on the process of preference formation within their constituency.

The class will be structured as follows:

- 1 Video on intra-union negotiation (in English)
- 2 Group discussion of bargaining strategy and the role of each participant
- 3 Bargaining simulation

- 4 Class debrief on simulation
- 5 Fish-bowl negotiation in one group with instructor and teaching assistant adopting two different bargaining strategies

This class will be followed by a practitioner presentation. Patricia O'DONOVAN, currently an Executive Director in the International Labour Office, was formerly a key union negotiator in Ireland. She will provide an overview of her experiences.

Saturday 13 February

8.30 to 12.30

Multi-party, Multi-Issue Negotiation

This is the most complex type of negotiation scenario. The presence of multiple parties leads to the possible emergence of coalitions among subsets of participants. The class will focus on so-called 'axes of agreement' – packages of issues around which coalitions of participants are likely to emerge – the associated notion of 'coalitional power', the use of side-payments to expand the coalition and the tactics used to break an emerging coalition. Voting – a procedure that may be used to gain consensus among multiple parties – will also be discussed.

The class will be structured as follows:

- 1 Group discussion of bargaining strategy and the role of each participant
- 2 Bargaining simulation. Given the complexity of the bargaining structure, this will be rather long (about one hour)
- 3 Class debrief on simulation
- 4 Lecture on multi-party, multi-issue negotiation, and on voting

This class will be followed by a practitioner presentation. Mr. Kari TAPIOLA, currently an Executive Director at the International Labour Office, will engage with the class and provide an overview of his experiences with complex international multi-party, multi-issue negotiations.

13.30 to 17.30

Mediated Negotiation

The presence of a neutral third party charged with the task of mediating between the parties introduces an additional structural element. In the best of circumstances mediators do nothing (and a good mediator should know when nothing is required). In other circumstances, the presence of a mediator may be extremely valuable. Mediators can help the parties to overcome barriers to value-creation, particularly when there are relationship problems and the parties have trouble communicating effectively with one another. At the end of this class, course participants should be able to recognize situations in which the presence of a mediator is advisable.

This class will be co-taught with a mediation professional: Ms. Asha WILLIAMS, Chief of Mediation Services at the International Labour Office.

The class will be structured as follows:

- 1 Presentation on the practice of mediation by guest lecturer
- 2 Group discussion of bargaining strategy and the role of each participant
- 3 Bargaining simulation
- 4 Class debrief on simulation
- 5 Feedback on course

Practical Information

Admission Requirements

A recognized University degree or equivalent and significant professional experience.

Registration Deadline

15 December 2009

Please complete the registration form (attached or online: www.unige.ch/formcont/negotiationskills) and send by email, fax or regular mail, a letter of interest and a CV to:

Pat GOLDBLAT

Service formation continue, Université de Genève

CH- 1211 Genève 4

T +41 (0)22 279 78 33

F +41 (0)22 379 78 30

Patricia.goldblat@unige.ch

Tuition Fees

CHF 1'500.- for the course including course material, coffee breaks and lunches.

A payment slip will be included with the offer of a place on the course. Payment of the course fee confirms the acceptance of that offer.

Number of Participants

Minimum: 20 / Maximum: 50

Course Attendance Certificate

A certificate of attendance delivered by the University of Geneva is awarded to participants having participated in all course sessions.

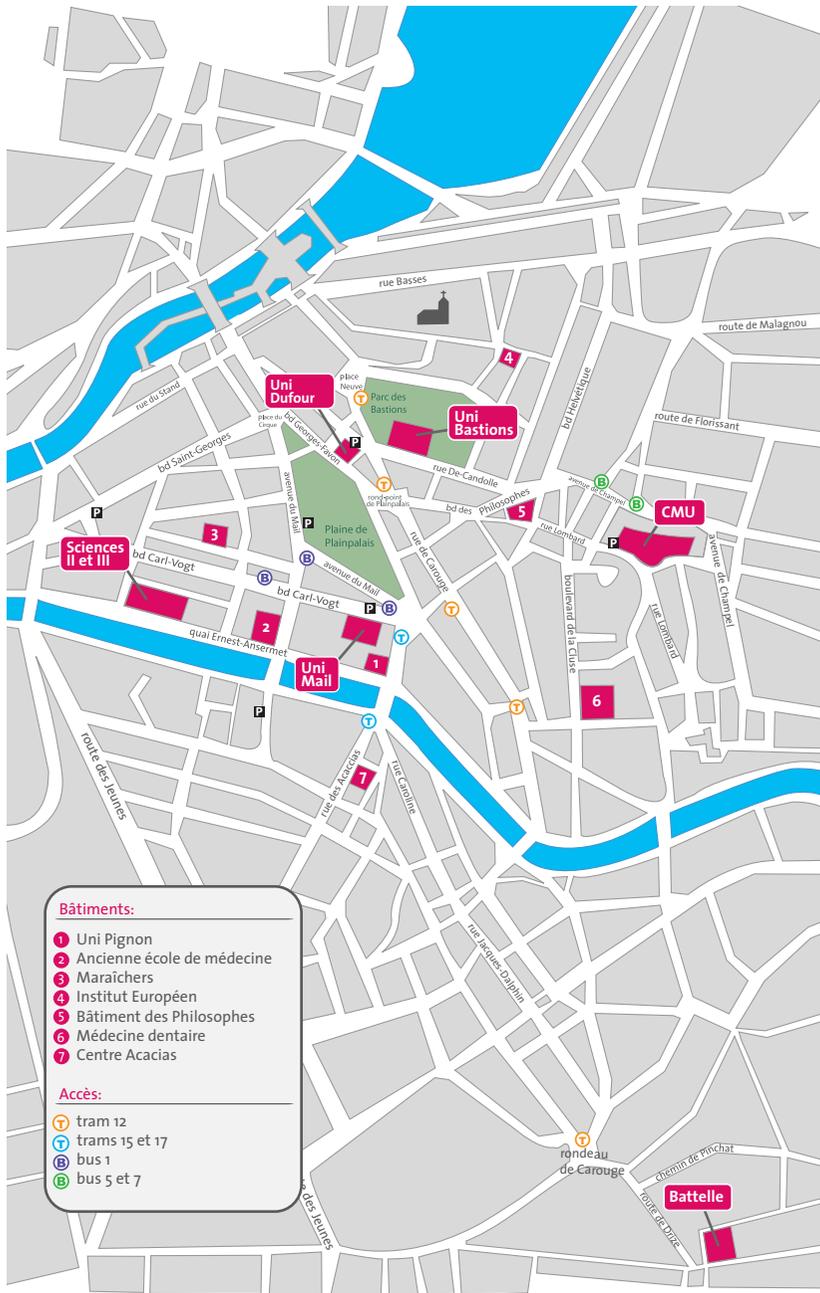
Language

A good working knowledge of English is required. French can be used in the negotiation simulations and in small group discussions, if participants agree to do so.

Location

University of Geneva, Uni Mail

Bd Boulevard du Pont d'Arve 40 – 1205 Geneva



Bâtiments:

- 1 Uni Pignon
- 2 Ancienne école de médecine
- 3 Maraichers
- 4 Institut Européen
- 5 Bâtiment des Philosophes
- 6 Médecine dentaire
- 7 Centre Acacias

Accès:

- T tram 12
- T trams 15 et 17
- B bus 1
- B bus 5 et 7

Service formation continue
Université de Genève – 1211 Genève 4
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www.unige.ch/formcont

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January 16, January 30, February 13, 2010

Please return the registration form to the following address before December 15th 2009:

Pat GOLDBLAT
Service formation continue
Université de Genève – 1211 Genève 4
Fax: +41 (0)22 379 78 30
patricia.goldblat@unige.ch
www.unige.ch/formcont/negotiationskills

Please fill in this form in capital letters Please check box

Ms Mr SurnameName

Birth Date (day/month/year)Citizenship

Profession

PROFESSIONAL DATA

Institution

Address

Zip code/City/Country

PhoneFax.....

E-mail

PERSONAL DATA

Address

Zip code/City/Country

PhoneFax.....

E-mail

POSTAL ADDRESS

(check only one box)

personal

professional

I WOULD LIKE TO REGISTER FOR:

The full course **THE THEORY AND PRACTICE OF NEGOTIATION** and agree to pay the tuition of CHF 1'500.- on receipt of confirmation of a place on the course

CANCELLATION FEE

Any withdrawal before the first day of the course incurs a CHF 100.- cancellation charge. The course fee must be paid in full no later than the first day of the course.

Date:Signature:

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EDUCATIONAL BACKGROUND

Educational Credentials: Middle School Secondary School University

Other:

Highest Degree Earned:

PAST EXPERIENCE IN CONTINUING EDUCATION

Several times a year Once a year Rarely (less than once a year) Never

OCCUPATION

Type of Professional Activity: Self-employed Private Company Public Corporation Jobless
Company Size - Staff of: <50 pers. <100 pers. <500 pers. <1000 pers. >1000 pers.
Company Ranking: Senior Management Upper Management Middle Management Employee

Position:

Occupation Rate:

HOW DID YOU HEAR ABOUT THIS COURSE?

- Brochure sent to my Company
- University of Geneva Continuing Education Program
- Newspaper Advertisement? Which Newspaper?
- Internet www.unige.ch/formcont
- A friend's Recommendation
- Brochure sent to my home
- Other: