

**NATIONAL UNIVERSITY OF SINGAPORE
NUS Business School**

BMA 5406 Negotiation, Mediation, and Conflict Resolution

Professor:

Dr. Chia Ho Beng

Chiahb@nus.edu.sg; 64622343; SM2# 03-30

Session: Semester II 2007/2008, Tues 6-9 pm CRA

Course Objectives:

This module owes much of its developmental debt to Ms. Lim Lei Theng and Mr. Joel Lee of the Law Faculty.

The course objectives are:

1. To teach and enhance negotiation and conflict resolution skills;
2. To get a good mix of participants from different backgrounds and allow participants to interact and share different perspectives to conflict resolution;
3. To adopt an open and experiential to allow participants to reflect, contribute, and relate their life experiences to participation;
4. To provide a good classroom environment in which participant creativity and spontaneity can be encouraged and fostered.

The course draws from the experiential workshops on Negotiation conducted at the Program on Negotiation at Harvard Law School and Mediation programs by LEADR in Australia, and also the work on “difficult conversations” by the Harvard Negotiations Project. The theory of negotiation and conflict resolution will be introduced through short lectures, discussions, and papers. Participants are then expected to apply and demonstrate the acquired knowledge through practice negotiations, mediations, and one-on-one difficult conversations.

Participants

This course is intended for post-graduate participants. A high degree of preparation, participation, and independent study is expected. As this is a skills-based course, great emphasis is placed on personal attention and individual skill development.

Assessment

Assessment will be as follows:-

Participation and Contribution	20%
Individual Annotated Journal	50%
Final Assessment	30%

Course Work

Exercises. Participants are expected to prepare by reading the case and roles assigned outside class time. Participants should expect to spend time reading and preparing for cases outside class.

Weekly self-reflection e-journals. Participants will keep a self-reflection journal from S1 to S11. After every negotiation exercise each participant will analyze the experiences in a diary. This e-journal is a self-reflection piece and will serve as a mirror for self-improvement. You should be absolutely candid about yourself. Look for areas to channel your efforts to further improve your skills through this workshop.

Content of your e-journal

- Insights about the negotiation exercise in class. Insights about how you and your counter party reacted to certain events. These include what parties felt, thought, and behaved to various actions and counteractions.
- Your application of what you learnt in class to your everyday life. Critiques and insight about how to resolve conflicts better.
- Questions and puzzles concerning negotiations and conflict resolution. Insights from readings that addresses these questions.

The process is as follows:

- I write my journal soon after class
- I pick someone to send to for review and comment
- Both parties exchange journals for review and comment

With the 2 weeks after the session, I receive the feedback and upload it to IVLE work bin with the file name:

Sx Name of Author reviewed by Name of Reviewer
e.g. *S1 Chia Ho Beng reviewed by Toh Peng Hui*

The IVLE work bin will be labeled S1 to S10.

The review and comment process allows participants to see different points of views and also share experiences. Exchange your journal with 10 different participants.

Please review the journals diligently, I will be awarding participation and contribution marks to the effort of the reviewers.

Annotations

At the end of the module, we would like you to read through your self-reflections and comment on what you wrote then in the light of what you know at the end of the module. Those comments are known as “annotations,” and it should be enclosed within square brackets and in *[italics]*. Please include the comments of the reviewers and also the names of all reviewers so that I can give them credit for participation.

Summary

A summary of the insights and learning should be submitted together with a copy of the journal. The tentative length for the summary should be at least 500 words. This summary should look at your journals and comment on what you thought then and now. What has changed? And What new insights have been learnt from this retrospection of your self reflections? You may also include a mind-map to link everything you have learnt in this module.

Final submission of e-journal, annotations, and summary by 2359hrs 20th Apr 2008

At the end of the course, you are required to submit the following in a **single file**:

1. A consolidation of the e-journals for S1 to S10, which includes the comments of the reviewers and the reviewers' names.
2. The e-journal for S11
3. Annotation
4. Summary

Submit the file to the **IVLE work bin labeled "Final e-Journal Submission."** Your file should be labeled

Name Final Journal: e.g. *Chia Ho Beng* Final Journal

Late submission penalties

Five marks / day are deducted for late submissions.

All work must be submitted to the appropriate bins. I will not be looking for your file if it is not in the correct bin.

No other submissions will be accepted, e.g., email, hardcopy, fax, etc.

These heavy penalties reflect the short time frame I am given to grade and submit marks.

Class performance. The instructors will assess participants on:

- Participation, contribution, and teamwork both in and out of class. (especially journal reviews)
- Task and relationship initiatives that benefits the class.
- Personal improvements

Text / Reference Books

Fisher & Ury. (1981) Getting to Yes;

Ury. (1991) Getting Past No;

Lewicki, Saunders, Barry & Minton (1999) Negotiations. Irwin-McGraw-Hill

Charlton & Dewdney (1995) The Mediator's Handbook: Skills and Strategies for Practitioners;

Stone, Patton, & Heen. (2000) Difficult Conversations.

Course Outline: Negotiation, Mediation, and Conflict Resolution

Note that this outline is tentative and is subject to changes.

Negotiation Segment

S1	Introduction of instructors <u>Vidget Ex</u> Debrief	
	Course introduction – the Road Map Participant introductions – Goals and Hells	
S2	<u>Ithaca Playground Ex</u> Debrief / Lecture: What is Conflict? What are the sources of conflict	
	Self-Assessment: Negotiating Style How do people respond to conflict? What are the approaches to conflict resolution? What are the approaches to negotiation? Fisher & Ury's Principles of Negotiations	
S3	<u>Lots of Lots Ex</u> Debrief / Lecture Focus on interest not positions Separating people from the problem	
	<u>Negotiation: Strike Two!</u> Debrief / Lecture Creativity in Negotiation Value Creation and Claiming Value 7 elements in Negotiations <u>Read and prepare for Project Yo Yo</u>	<u>HOMEWORK</u> <u>Read and prepare for Project Yo Yo</u>
S4	<u>Salary Negotiation</u> Debrief Salary Negotiation: Fairness	
	Preparation by side for <u>Project Yo-Yo</u> Pre-negotiation individual prep	
S5	<u>Negotiation: Project Yo-Yo</u> Debrief	
	Preparation for Negotiator from Hell Ex: <u>Special Orders</u>	

S6	<u>Negotiator from Hell: Special Orders</u> Lecture / Debrief: Review Getting past “No” Difficult Tactics and Breakthrough Strategies	
	Power in Negotiations and Systems of Influence Summary & Closing on negotiations Mid Term Pizza Day	

Mediation Segment

S7	Introduction Lecture: Overview of mediation Mediator as negotiation facilitator Stages of mediation	
	<u>Mediator’s Opening Statement</u> Lecture & Demonstration Preparation & Practice & Peer review Class review	
S8	<u>First Joint Session</u> Disputants’ opening statements, Summaries & Identification of issues	
	<u>Michelle Feh</u> Practice opening statement till end of first joint session Peer review	
	Review & Lecture: Active listening & Reframing	
S9	<u>Private session</u> Confidentiality; Managing transition from position to interest; Finding common ground; Generating creative options; Reality testing	
	<u>Willy the Kid</u> Practice first joint session till end of private joint session Peer review Review: Examples of reframing	

S10	<p><i>2nd Joint Session</i></p> <p>Assisted creative problem solving</p> <p>5W1H to uncovering interest, What if?</p> <p>Side by side problem solving</p> <p>Co-mediation</p>	
S11		
S12	<p><u>Memorize difficult conversation process before class</u></p> <p><i>Getting the Sand of Sam</i></p> <p>Debrief</p> <p>Issues in mediation</p> <p>Fairness in mediation, Power imbalance, Ethics</p>	
S13	<p><i>Bob the Boss or Jerked by Jacky</i></p> <p><i>Groups Mind Map the whole course</i></p> <p><i>Summary on Mediation & Conclusion</i></p> <p><i>Final Assessment briefing</i></p>	
S14	<p><i>FINAL ASSESSMENT</i></p>	