

**PA 321: Negotiation and Mediation**  
**University of Vermont, Spring 2012**  
**E. Doris Anderson, R.N., B.A., M.P.A.**

**(A) Course Participants**

This course is designed for graduate level students from public administration, psychology, business, nursing, allied health, and related disciplines

**(B) Course Objectives and Core Competencies:**

- To understand how integrative negotiation facilitates strengthened relations, conflict management, and quality organizational development
- To understand how prosocial practices aid successful collaboration, meeting diverse needs, and insuring effective use of resources
- To develop insights into the social dynamics that precipitate and perpetuate organizational conflict, and use this knowledge to build sustainable conflict resolution practices and processes
- To develop proficiency in key conflict management skills to navigate turbulent situations born of diverse and conflicting demands

*This course extensively covers the following core Master of Public Administration competencies:*

- Capacity to be or become an reflective and responsive practitioner
- Capacity to understand how problem identification impacts public administration
- Capacity to identify and eventually manage public, private, non-profit collaboration/overcome conflicts
- Capacity to undertake high quality active listening, oral, & written communication
- Capacity to understand the value of authentic citizen participation & engagement
- Capacity to understand and appreciate the value of pluralism, multiculturalism & cultural diversity

*This course also exposes students to the following core MPA competencies:*

- Capacity to understand the value of social & economic equity in PA practice
- Capacity to understand the value of professional integrity/ethics in PA practice

**(C) Course Meetings and Format**

- This course meets Tuesdays, 4:00 to 6:45 pm in Room 104 Allen House.
- Class time includes lectures, focused group discussion, student presentations, and skill development

**(D) All students must complete the following requirements:**

1. *Conflict Analysis and Intervention paper\** (10 pages, word-processed, double-spaced) focusing on a workplace conflict issue, workplace intervention plan as supported by social science theory and "best practice" literature. Due date: March 20, 2012

2. *Class Presentation\**

3. *Final Exam paper\**– 10 page word processed, double spaced paper\*: answer three of four questions relating to negotiation, mediation, and collaborative management as supported by social science theory, methodology, and applied practice. Due date: May 1, 2012.

\* The details of your presentations and papers will be discussed in class

**(E) Composition of Final Course Grade**

Conflict Analysis & Intervention Paper	40 points
Class Presentation	20 points
Final Exam Paper	40 points
Total	100 points

**(F) Course Readings**

1. Required Texts:

- 1) Bernard Mayer (2000) *The Dynamics of Conflict Resolution: A Practitioner’s Guide*, San Francisco: Jossey Bass
- 2) William Ury (1993) *Getting Past No: Negotiating Your Way From Confrontation to Cooperation*, Bantam Books, New York, NY.

2. Selected Readings is distributed in class

(G) **Office Hours by appointment:** You can reach me at [edander@uvm.edu](mailto:edander@uvm.edu) or 879-3804

**(H) CLASS SCHEDULE**

**JANUARY 17, 2011**

*"WELCOME TO THE TABLE"*

**CLASS ONE**

- A. COURSE OVERVIEW: NEGOTIATION, MEDIATION, and CONFLICT MANAGEMENT
- B. REVIEW SYLLABUS, CLASS REQUIREMENTS, AND STUDENT PRESENTATIONS
- C. BUILDING RELATIONS EXERCISE

**JANUARY 24, 2012**

*"WHAT POWERS DO I BRING TO THE TABLE?"*

**CLASS TWO**

*Text Reading*

1. Mayer, Chapter 3, Chapter 6—pp. 119-131
2. Ury, pp. 3-14, 76-129

*Selected Reading*

*\* Morton Duetsch and Peter Coleman (2000)*

- I. STUDENT INTERVIEW SUMMARIES: GROUP NETWORK; EXPECTATIONS/CURRICULUM
- II. INTRODUCTION TO NEGOTIATION: Relationships, Power, Trust
- III. NEGOTIATION SKILL DEVELOPMENT: *Body Language Exercise*

**JANUARY 31, 2012** DISTRIBUTIVE & INTEGRATIVE NEGOTIATION

**CLASS THREE**

*Text Reading*

1. B. Mayer, Chapter 7
2. W.Ury, pp. 15-75

*Selected Reading*

1. Lawson, Anderson, & Rudiger (2011)
2. Janos Nyerges, pp. 187-193
3. Adam Galinsky, et al (2007)

- I. NEGOTIATION PROCESSES
  - a. Distributive vs. Integrative Negotiation
  - b. Positional vs. Interest-Based Orientation
  - c. BATNA
- II. NEGOTIATION SKILL DEVELOPMENT
  - a. Negotiation Case Studies
  - b. Utilize Active Listening & Assertive Voice

**FEBRUARY 7, 2012**

CONFLICT THEORY & THEORY APPLICATION

**CLASS FOUR**

*Text Reading*

Mayer, Chapters 1, 2

*Selected Reading*

1. Myra Warren Isenhardt and Michael Spangle (2000)
2. Christopher Moore (1996) pp. 161-190

- I. CONFLICT INTRODUCTION
- II. NEGOTIATION SKILL DEVELOPMENT: *Positions to Interests w. PA Case Studies*

**FEBRUARY 14, 2012**

SYSTEMS THINKING

**CLASS FIVE**

*Selected Reading*

1. Systems thinking (2009)
2. Donella Meadows (2008)
3. Constantino and Merchant (1996)

*Recommended Reading*

\* David Bohm, *Thought as a System*, Routledge Publishers, New York, NY, 1997.

- I. WORKPLACE CONFLICT AND SYSTEMS THEORY
- II. SYSTEMS EXERCISE: *Systems Breakdown EXERCISE*

**FEBRUARY 21, 2012**  
Text Reading

"HOW DO I THINK LIKE A MEDIATOR?"

**CLASS SIX**

1. B. Mayer, Chapter 5, Chapter 6—pp. 132-139, Chapters 8 & 9
2. W. Ury, pp. 105-129

*Selected Reading*

*Myra Warren Isenhardt and Michael Spangle (2000)*

- I. INTRODUCTION TO MEDIATION
- II. PROBLEM FRAMING

**FEBRUARY 28, 2012**    *NEGOTIATION and MEDIATION: MANAGING EMOTIONS*

**CLASS SEVEN**

*Selected Reading*

1. Gerben Van Kleef and Stephane Cote (2007)
2. Diane F. Halpern (2005)

- I. MEDIATION SKILL DEVELOPMENT: "HOT BUTTONS"
- II. NEGOTIATION/MEDIATION W. CASE STUDIES: *Critical thinking*
- III. MIDTERM EVALUATION

**MARCH 6, 2012**

**SPRING BREAK**

**--NO CLASS--**

**MARCH 13, 2012**

**CLASS EIGHT**

- I. NEGOTIATION SKILL DEVELOPMENT: Role Play
- II. CONFLICT ANALYSIS and INTERVENTION CASE STUDY: Analysis and Intervention
- III. MIDTERM EVALUATION SUMMARY & DISCUSSION

Suggested Reading:

Cathy Constantino and Christina Merchant (1996) *Designing Conflict Management Systems*,  
San Francisco: Jossey Bass

**MARCH 20, 2012**

"WHAT ROLE DOES CULTURE PLAY?"

**CLASS NINE**

**\*\* Conflict Analysis and Intervention Paper due \*\***

*Text Reading*

1. Mayer, Chapter 4
2. W. Ury, pp. 76-171

*Selected Reading*

1. Christopher Moore (1996) pp. 20-40
2. Stella Ting-Toomey (1992)

- I. CROSS-CULTURAL NEGOTIATION AND CONFLICT MANAGEMENT  
High Context vs. Low Context—Stella Ting Toomey
- II. CONFLICT ANALYSIS
- III. ROLEPLAY

**MARCH 27, 2012**

**"COLLABORATION/COOPERATION"**

**CLASS TEN**

*Selected Readings:*

*Philip Cooper (2003)*

- I. SERVICE AGREEMENT CONTRACT
  - a. Cooperation Theory –Axelrod
    - i. Tit for Tat
    - ii. Reciprocity
  - b. M. Parker Follett
  - c. D. McGregor
- II. CONSENSUS BUILDING EXERCISE
- III. STUDENT PRESENTATION: *Conflict Typical to Public Administration*

**APRIL 3, 2012**

**"MINIMIZING RISK AND MAXIMIZING GAIN"**

**CLASS ELEVEN**

*Text Reading*

*W. Ury, pp. 130-171*

*Selected Readings:*

\* *CONTEMPORARY READINGS – TBA*

- I. SERVICE CONTRACT MANAGEMENT
- II. STUDENT PRESENTATION: *Net Gain from Networking*
- III. STUDENT PRESENTATION:

**APRIL 10, 2012**

**NEGOTIATE, MEDIATE, COLLABORATE**

**CLASS TWELVE**

*Selected Readings:*

*Bingham & Rosemary O'Leary (2006)*  
*Peter Kim & Alison Fragale (2005)*

\* *CONTEMPORARY READINGS – TBA*

- I. SKILL DEVELOPMENT EXERCISES: PA Issues
- II. STUDENT PRESENTATION: *Communication Channels & Feedback Loop*

**APRIL 17, 2012**      *PUBLIC MEDIATION; ROLE PLAY: NEGOTIATE, MEDIATE*      **CLASS THIRTEEN**

*Selected Readings:*

\* *CONTEMPORARY READINGS – TBA*

- I. COURSE REVIEW, DISCUSSION
- II. STUDENT PRESENTATION: *Alternative Energy Forum*

**APRIL 24, 2012**      *SEMESTER REVIEW*      **CLASS FOURTEEN**

- I. STUDENT PRESENTATION: *Mediating a Public Dispute*
- II. SEMESTER REVIEW

**MAY 1, 2012**      *EVALUATION*      **LAST CLASS**

**\*\* Final Exam Due (submit hard-copy in-class) \*\***

- I. ORAL EVALUATION
- II. WRITTEN EVALUATIONS

— **Distributed in class January 17, 2012** —