**Syllabus**

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| **Anno Offerta** | 2022-2023 |
| **Insegnamento** | **THEORY, METHODOLOGY, AND TECHNIQUE OF NEGOTIATION** |
| **Periodo Didattico** | S1 - Primo Semestre |
| **Sede** | **UNIVERSITA’ EUROPEA DI ROMA** |
| **Anno Corso** | I |
| **CFU** | 6 |
| **Ore Attività Frontali** | 42 |

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|  | **Testo in Inglese** |
| **Instructional goals** | The course aims to provide the students with a solid knowledge of the subject through three logical steps: i) a theoretical one, which will enable them to get a clear comprehension of negotiation as a “category” of human action, and of its constituent elements, as well as to recognize, analyze, and constructively manage a wide range of conflicting situations; ii) a methodological one, which will explain the main methods in use for managing competitive and cooperative aspects of negotiation, enhance ability to communicate with people of different types and cultures, and show how a skillful negotiating aptitude adds to self-confidence, positive relations, and success, both at national and international level, in a bilateral or multilateral framework, also in view of a "culture of negotiation" greatly helpful in both personal and professional daily life; iii) a technical one, which will lead the students through the whole development of a typical bilateral negotiation process and provide them with useful suggestions and practical tools for reaching agreements. |
| **Intended learning outcomes** | Knowledge: 1. Origins, developments, recent configuration (main schools of thought), and characteristics of the subject. 2. Theory, methodology, and basic techniques of negotiation, both at national and international level, in a bilateral or multilateral framework. Skills: 3. Enhancement in communicating in an empathetic, persuasive, and constructive way, being good at coping with different human characters. 4. Ability to recognize and to analyze real or potential conflict situations, to become creative in elaborating options, and to always try to find possible solutions. Competence: 5. At the end of the course, students will be able to evaluate different situations and find ways for solving contrasts and conflicts through negotiation. 6. In short, they will also be able to contribute to peace through the development of a real “culture of negotiation” in their personal and professional life. |
| **Prerequisites** | As far as the contents of the subject are concerned, there is no prerequisite knowledge required for this course. |
| **Course Contents** | The course will address various issues, such as: the origins, developments, and current configuration of the subject, and its interdisciplinary character; the nature of negotiations, from political-diplomatic aspects to the business, social, cultural or organizational ones, as well as everyday life approaches; the nature and the roots of conflict; the so-called "culture of negotiation", as a difficult but always stimulating path from conflict to understanding, and its ethical, political, economic, social and cultural values; the complexity of negotiation in balancing competition and cooperation, both at national and international level, in a bilateral or multilateral framework, and the practical development of a bilateral negotiation process through its different phases.  The course will develop through 42 contact hours, including analysis of videos and written documents, practical examples, tests and, if possible, role-play and simulations. |
| **Reference Books** | Recommended: - Giovanni Polizzi, Compendium of Theory, Methodology, and Technique of Negotiation, in www.lulu.com/bookstore; as well as lecturer’s articles, essays or other printed material for study;  - Dale Carnegie, How to Win Friends and Influence People, Simon & Schuster, New York, 1936;  - R. Fisher - W. Ury, Getting to Yes, Houghton Mifflin Co., Boston, 1981.  Also suggested:  - D.W. Hendon - R.A. Hendon, How To Negotiate Worldwide, Gower, Aldershot, 1989; - H. Raiffa, The Art and Science of Negotiation, Harvard University Press, 1982; - J. Winkler, Bargaining for Results, Heinemann, London, 1982; - G. Kennedy, Everything is Negotiable, Random House, London, 1990; - D.A. Lax - J.K. Sebenius, The Manager as Negotiator, The Free Press, New York, 1986;  - Delage - Mayette, Mieux négocier avec la grande distribution, Chotard, Paris, 1986; - J. Ilich, Dealbreakers and Breakthroughs, Praeger, New York, 1992. |
| **On campus lectures content** | 1. Course introduction.  THEORY  2. Origins, developments, and current configuration of the subject.  3. Our approach.  4. Negotiation: phenomenology, notion, and its constituent elements.  5. The negotiation nature (process of activities), subjects (parties), grounds (various interests), object (various matters), goal (various agreements), and instruments (concessions).  6. Analogy and difference compared to other interaction models.  7. The negotiation profile in the Italian legal system, and its reference praxis.  8. The negotiator’s profile, particularly in the Italian legal system. The negotiator’s capacities, responsibilities, and problems.  9. Summing-up of all the negotiation constituent elements, with particular attention to the parties’ problems.  10. The “third party” para-negotiating activities, both in the national and international context: good offices, mediation, conciliation, and arbitration.  11. At national level, the so-called “mediation for conciliatory purposes”.  12. Conflict: phenomenology, notion, and its constituent elements. Outline of an easy but exhaustive “conflict theory”, ranging from everyday arguments to politico-military scenarios of war. Roots, features, and problems of various conflicts.  13. Basic reactions to conflict situations: “Horney’s triangle” and “Christiansen’s dual theory”.  14. Conflict as an opportunity for growth and a factor for development.  METHODOLOGY  15. Negotiation between competition and cooperation: a) the Carnegie method for managing interpersonal relationships; b) the logical-mathematical method inspired by “game theory”; c) Fisher and Ury’s “principled negotiation” and the Harvard school.  16. Summary of assessment to identify our most suitable method.  17. The psychological and cultural profile of the negotiator. The ideal skills of the “good negotiator”. Different negotiating approaches, models, methods, preferences, and styles. Self-analysis and psychological analysis of the counterparty.  18. National and international negotiations: so-called “cross-cultural interactions”.  19. Bilateral and multilateral negotiations: in particular, the European Union negotiations.  20. Nature and specificity of diplomatic negotiations, and the so-called “diplomatic method”.  21. The “culture of negotiation”: distinctive features, method, and values (cultural, social, economic, political, and ethical).  TECHNIQUE  22. Theoretical and practical developments of the negotiation process.  23. Phase I: Presentation (accreditation) and Preparation. The commercial practice. The negotiator and their sending body. The diplomatic practice and the links between Foreign Ministries, Embassies and Delegations. Analysis of interests at stake, alternatives, and one’s own and other’s “negotiating power”.  24. Phase II: Meeting and establishment of positive relations with the counterparty. Procedures and practice. Logistical and organizational issues. Behavioral rules and general assessment of the situation.  25. Phase III: Bargaining, progressive confrontation, and exchange of concessions. Analysis of positions and arguments; progressive exploration of interests, perceptions, and needs (rational, emotional, and passionate aspects); questioning technique; active listening; non-verbal language; possible cognitive traps; and use of time. Confrontation and exchange of concessions: different methods and tactics. Possible impasse: the “brainstorming” session.  26. Phase IV: Understanding, conclusion of the Agreement, and follow-up to the negotiation.  27. Conclusive remarks and comprehensive recap. Discussion and comments on the Course. |
| **Teaching Methods** | Teaching method will be based on the lectures, but it will also take into account, according to the available time, analysis of videos and written documents, practical assignments, open discussions, case studies, tests and, if possible, role-play and simulations, in order to stimulate the active participation of the students and reinforce their learning outcomes. |
| **Assessment Method** | Assessment method will consist of both a final written questionnaire and an oral brief exam, and it will be based also on regular attendance of the course, making exercises and/or tests in writing, as well as taking part in, and/or carefully following, role-play and simulations. |
| **Thesis assignment criteria** | Excellent learning outcomes and results of examination, as well as strong interest and real motivation by the applicant. |
| **Syllabus sustainability topics** | Basic theme as how to peacefully solve and overcome conflicting situations through a "culture of negotiation" aims to promote, maintain and support cultural and pragmatic abilities over time. Teaching and learning Negotiation also means to contribute to create increased possibilities for meeting needs and for an always more efficient reallocation of resources. |