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& BY APPOINTMENT

# MLD-275: Negotiation Practicum

Syllabus: Spring 2016

**Mondays & Wednesdays, 4:15PM – 5:30PM in L-130 (Littauer Building)**

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## Course Description

MLD-275 addresses a growing need identified at HKS for advanced learning in the field of negotiation analysis and conflict resolution (in addition to the MLD-280 workshop). MLD-275 is designed to challenge the best students in the field of negotiation analysis with a combination of classroom learning and semester-long fieldwork. This course is intended to help students translate their mastery into a potential career and connect theoretical constructs with further learning and practical real-world opportunity.

## Course Enrollment & Prerequisites

MLD-275 is designed for students with a strong grounding in negotiation analysis, and assumes a mastery of the following: diagnosing barriers to agreement, analysis of deal-crafting, navigating the tension between creating and claiming value, managing conflict escalation, and tactical considerations both at and away from the table.

The course is open to students across Harvard with prior negotiation training. Courses that satisfy the prerequisite from within HKS include: MLD-220M, MLD-222M, MLD-223M, and MLD-224; the course is also open to students who are concurrently enrolled in MLD-222M or MLD-225. In the event of limited open seats, the Instructor will consider student enrollment in the following order of preference: (1) Harvard Kennedy School; (2) Harvard University (any graduate school); and (3) other Boston-area graduate students. Interested cross-registrants should contact the teaching team to discuss whether their prior coursework is sufficient.

## Course Structure

MLD-275 will feature two concurrent learning streams:

**Course Meetings:** We will explore advanced negotiation analysis with an emphasis on practitioner best practices. We will test academic, theoretical models and frameworks with actual practitioner experiences and “instant” cases in order to assess their value in the field. Some course meetings will feature guest lecturers who are professional negotiators and leaders in their fields. Guest lecturer visits will offer us “instant” case study presentations to test students’ ability to apply, for example, the 3-D negotiation analytic framework (Lax & Sebenius) in the moment. For other course guests, students must prepare to effectively question the guest and extract as much practitioner insight as possible. In general, this learning stream will require comparison and testing of our negotiation analytic frameworks against practitioner cases and insights—observing when the frameworks are helpful, when they are not, and why.

**Fieldwork:** The field course will increase student practical mastery with lessons derived from the semester-long fieldwork—as captured by the Practicum Exercise (PE). Students will work in small teams (maximum of 4 students per team), identify and secure a client (individual or organization), and work with the client to conduct real-world negotiation analysis for an upcoming negotiation or potential conflict situation that the client is facing (or will potentially

face). In-class PE check-ins, mandatory assignment “waypoints” and required meetings with the teaching team, and optional additional meetings with the teaching team by appointment, will assist students in keeping their fieldwork on track for timely completion. See below for a complete list of specific PE requirements.

### **Statement on Academic Honesty**

The HKS faculty takes very seriously the requirement to promulgate and enforce the highest standards of academic honesty and integrity. Students in MLD-275 will be held to the standard as captured by HKS Professor David Keith and referenced below:

“Students must observe Kennedy School and Harvard University rules regarding the citation of sources. Any sentences or paragraphs taken verbatim from the writing of (or interviews with) any other person or persons, or from your own writing that has been published elsewhere, must be placed in quotation marks and their source must be clearly identified. Changing the wording of a sentence or passage slightly does not evade the requirement for citation. Indeed, whenever you are drawing an important argument or insight from someone else, even if you reword it into your own words, a reference to the source is required.

Including material from others in the assignments without appropriate quotation marks and citations is regarded, as a matter of School and University policy, as a serious violation of academic and professional standards and can lead to a failing grade in the course, failure to graduate, and even expulsion from the University.”

*Source: Harvard Kennedy School Course Syllabus – IGA-408M: Learning from the Failure of Climate Policy, Professor David Keith, Spring 2014*

### **Preparation for Guest Lecturers**

Throughout the course we will meet professional negotiators who are leaders in their fields, and learn directly from them: how they developed their skills, how they became expert, and how they apply their skills on a continual basis. Professional negotiators, deal-crafters, mediators and facilitators are not simply “born”—they are aware of their skills and their roles, and they work hard to keep their abilities sharp and their reputations strong. Guest lectures will provide students with a career-relevant orientation to expert negotiation analysis and practice as they learn from a community of leading practitioners and study with them.

For each guest lecture, a student team will be assigned to research the guest’s background and the topic(s) that will be presented and to develop a set of specific questions to be asked of the guest during class time. Teams will be encouraged to share their list of questions in advance with the entire class via e-mail. A student volunteer (from the assigned team) will be asked to provide a brief introduction of our guest(s).

## Class Sessions & Response Papers

Each week will feature a combination of academic inquiry and practical, career-relevant learning. The Instructor, as well as guest lecturers in leadership positions across sectors (private, non-profit, government, etc.), will illustrate practical application of negotiation analysis through real-time case study, identify career relevance, and suggest direction for further inquiry.

Class sessions that include guest lectures will proceed roughly as follows:

- Course updates and PE check-in by the Instructor;
- Brief introduction of guest by student volunteer;
- Remarks by guest lecturer(s);
- Targeted questioning of, and dialogue with the guest lecturer, led by assigned student group and then opened to all students; and,
- Closing remarks by the Instructor with expressly identified links to negotiation analytic frameworks.

Students in MLD-275 are responsible for writing and submitting three Response Papers throughout the course of the semester. Each paper will be directly in response to the presentation made by a guest lecturer and should focus on application of one specific negotiation analytic framework to the presentation. This short paper can take either of the following two forms:

- Analytic framework elements from the “instant” case either applied or ignored by the presenter; why did the presenter make that choice; and a retrospective outcome analysis (i.e., did applying the framework elements help the presenter, did ignoring them hurt the presenter, or vice versa, and why)
- Student personal practice reflection drawing from specific case or experiential data offered by the presenter and what the learning will mean to your future practice

Students are free to respond to any of the guest lectures. Your response must be grounded in the language and analytic frameworks of our field. The Response Paper must be 650 words or fewer. Your paper should include your name, degree program, and a word count on the document. When you choose to respond to a particular guest lecture, you must submit your printed Response Paper as you walk into the immediately subsequent Monday class meeting.

## Practicum Exercise

MLD-275 requires the successful completion of semester-long fieldwork. To that end, the Practicum Exercise (PE) requires students to journey from the classroom to the applied environment. Student teams will find a “client” organization and complete a thorough analysis of a real-world upcoming negotiation or potential serious conflict, complete with Executive Summary, recommendations and suggested implementation process (including crucial *likely pitfall analysis*) with timetable. (See list of sample client/topics below)

## PE Waypoints & Deliverables

A brief note on team-oriented fieldwork: Success requires a high level of coordination, cooperation, organization and internal team task assignment that is realistic and achievable. The responsibility for organizing and managing your team is your own; the teaching team will closely monitor your fieldwork throughout the semester and ascertain compliance with waypoints and deliverables, as outlined below. Highly integrative internal negotiation (within your own team) and external negotiation (with your client) is considered a vital part of the learning for this course.

- **Waypoint #1 – By 5:00 PM, February 12 deliverable:** E-mail the teaching team your prospective client and topic (indicating multiple prospects among which you are deciding is acceptable); include a list of the members of your team.
- **Waypoint #2 – By 5:00 PM, February 26 deliverable:** Each team must submit a prospectus identifying the client organization, topic, and analytic research objectives. E-mail submissions are acceptable with a suggested length of 300-500 words. All members of the PE team should be listed in the upper right corner along with a word count.
- **Waypoint #3a – By 5:00 PM, March 4 deliverable:** E-mail the teaching team your comprehensive (200-450 words) progress report indicating the status of your fieldwork and upcoming targets, challenges, and expected completion date(s). All the members of your PE team should be listed in the upper right corner along with a word count.
- **Waypoint #3b –** Your entire team must be present for a required meeting with the PE Advisor, Mark Williams, and this meeting must be completed by **March 4**.
- **Waypoint #4 –** On **Monday, March 21**, during the regularly scheduled class session, your PE team will have a short meeting with the Instructor. Be prepared to outline the status of your PE, ask questions, and receive feedback.
- **Waypoint #5 – By 5:00 PM, April 8:** Your PE team must complete a mandatory progress meeting with the CA or the PE Advisor.
- **Waypoint #6 – April 13** Mandatory progress meeting with the Instructor during the regularly scheduled class session. You must come to the meeting with a minimum one-page long draft of your PE's brief analysis and recommendations (e.g., the draft could become your Executive Summary in the final version).
- **Waypoint #7 – by 5:00 PM, April 22 deliverable:** E-mail the teaching team with a short (max. 200 words) plan for your team's Oral Examination & Presentation on April 27 or April 28.

**PE Written Submission Deadline: By 5:00 PM on May 6, 2016 in the submission box located by the desk of our Faculty Assistant, Veronica Chapman in L-349B.**

### **Sample Practicum Exercise Clients & Topics:**

- Ongoing relationship problem for an organization in the public, federal, or private sector.
- Immediately following a perceived “unsuccessful” negotiation, a challenge or a crisis situation, the organization wishes to prepare better—from a negotiation analytic perspective—for the next challenge.
- Public, non-profit or private sector organization attempting to organize and negotiate with stakeholders, for either a chronic concern or a new upcoming issue.
- Assist any organization or its labor union—pick a side!—that is preparing for upcoming collective bargaining negotiations.
- Native American tribe or First Nation with specific ongoing conflict or upcoming negotiation analysis problem.
- Your previous employer—public, private or nonprofit/NGO—might have a negotiation analysis challenge well suited to this fieldwork assignment.
- Any guest lecturer identified on the MLD-275 syllabus may be approached as a potential client; see any member of the teaching team for assistance.

### **Important Note on Teaching Team Support for Your Practicum Exercise**

The priority of the MLD-275 Teaching Team is to support you through every stage of our semester-long fieldwork, the Practicum Exercise. To that end, we anticipate providing all of the following:

- Helping you find a PE client, either from our list of prior and potential client organizations or to help you develop *your* desired client;
- Guidance to assist you and the client with project scope and definition;
- Troubleshooting and aid with potential PE team-client relationship concerns;
- Specific help to meet all PE Waypoints;
- Continual, semester-long access to the Instructor, CA and PE Advisor whenever you need it, to help you make certain your PE is on track;
- Possibility for MPP2 students to utilize their existing Policy Analysis Exercise (PAE) client for PE fulfillment.

## Evaluation & Grading

Students will be evaluated based on their completed Practicum Exercise, as well as course participation & attendance, and individual work.

### Practicum Exercise (50%), in component parts as follows:

- Waypoints & Deliverables 20%
- Oral Examination & Presentation 25%
- Written Submission 45%
- Client Feedback Form 10%

### Participation and Attendance (25%):

- **Participation.** Students will be assessed on their preparation for class meetings, engagement with guest lecturers, participation in class discussions, and attention to readings.
- **Attendance.** Attendance is mandatory except in cases of illness or emergency. Any unexcused absence will negatively affect this portion of your grade. You must seek approval from your Degree Program Director for an excused absence.

### Individual Work (25%):

- Individual work is assessed primarily in two ways: the three response papers, and the PE team peer review form each student will use to rate the members of your PE team. Response papers will be graded on a scale of 1-4 (4 points is the highest grade). The peer review form will offer you the opportunity to confidentially evaluate each of your PE team member's performance as a team member, both on a numerical scale and in a written format.

## Required Readings

The following book is a **required** course textbook and considered a **prerequisite** to MLD-275—it is expected that you are fully conversant with its analytic framework:

- Lax, David A., and Sebenius, James K. *3-D Negotiation: Powerful Tools to Change the Game in Your Most Important Deals*. Boston, MA: Harvard Business School, 2006.

If you haven't yet read this textbook, please begin early in the semester, as you'll need to have it completed by the 5<sup>th</sup> class meeting.

Another **required** course textbook will provide additional depth and frameworks for thinking about advanced topics in negotiation:

- Coleman, Peter T., and Ferguson, Robert. *Making Conflict Work: Harnessing the Power of Disagreement*. New York, NY: Houghton Mifflin Harcourt, 2014.

Selected chapters from the following book will also be read throughout the semester from this excellent text:

- Malhotra, Deepak and Bazerman, Max. *Negotiation Genius: How to Overcome Obstacles and Achieve Brilliant Results at the Bargaining Table and Beyond*. New York, NY: Bantam, 2008.

### ***Important note on Guest Lecture Assigned Readings***

Additional readings will be assigned throughout the semester in preparation for guest lecturers. Most of these additional readings will be assigned directly by the guest lecturers in advance of their appearance in our class, so students can prepare to participate in the discussion and questioning. Often the teaching team will only be notified of these additional readings several weeks before each guest lecturer arrives in class, so please consult Canvas within a couple of days in advance the class meeting. These reading assignments will be of the shorter variety—articles and chapters, for example—and will be easier for you to complete. MLD-275 students are expected to check the Course Page regularly; the teaching team will email all students whenever a new reading is posted.

## Semester Schedule & Weekly Readings

Monday January 25	<p><b>Topic: The US Economy: Industrial Relations, Negotiation &amp; Conflict Resolution</b></p> <p>Reading: <i>Lax &amp; Sebenius, Chapters 1 and 2; Malhotra &amp; Bazerman, Chapters Introduction, 9, 12-14</i></p>
Wednesday January 27	<p><b>Topic: Beyond Conflict</b></p> <p><i>Applying the Shared Experience, Methodology and Insights from Neuroscience to Negotiation and Conflict Resolution</i></p> <p>Seminar Guests: Tim Phillips, Chairman &amp; Founder, Beyond Conflict Ina Breuer, Executive Director, Beyond Conflict</p> <p>Readings: <i>Lax &amp; Sebenius, Chapter 3 and 4, Malhotra &amp; Bazerman, Chapter 13</i></p>
Monday February 1	<p><b>Topic: High-Impact, Multi-Stakeholder Negotiation in the Public Sector</b></p> <p><i>Successful public sector management is a constant and ongoing complex, high-stakes negotiation: negotiating with stakeholders; the community being served; politicians; civic leaders; suppliers &amp; vendors; employee labor organizations – how to balance all these simultaneous negotiations – is there a recipe for success? – how to manage failure and suboptimal outcomes</i></p> <p>Seminar Guest: Dr. Jeffrey Young, Superintendent, Cambridge Public Schools</p> <p>Readings: <i>Lax &amp; Sebenius, Chapters 5&amp;6 and Schwartz, Jason, “Minding the Gap,” BOSTON MAGAZINE, May 2010.</i></p>
Wednesday February 3	<p><b>Case study: Rhode Island Statewide Public Pension Reform Negotiations</b></p> <p>Reading: <i>Lax &amp; Sebenius, Chapters 7-9; Malhotra &amp; Bazerman, Chapters 1-3</i> Distribute <i>Leckenby Company</i> simulation role assignments</p>
Monday February 8	<p><b>Topic: Negotiation Analysis lessons from Collective Bargaining; play <i>Leckenby Company</i></b></p> <p>Readings: <i>Lax &amp; Sebenius remaining chapters</i></p>
Wednesday February 10	<p><b>Topic: Advanced Negotiation Tactics &amp; Leckenby Debrief</b></p> <p>Reading: <i>Coleman &amp; Ferguson, Chapters 1-2; Malhotra &amp; Bazerman Chapters 7-8</i></p>
<b>Friday February 12</b>	<p><b>Waypoint #1 – By 5:00 PM:</b> E-mail the teaching team your prospective client and topic (indicating multiple prospects among which you are deciding is acceptable); include a list of the members of your team.</p>
Mon, Feb 15	<i>No class (Presidents Day)</i>

<p>Wednesday February 17</p>	<p><b>Topic: Nuclear Negotiations</b> <i>An analysis of the dynamics of nuclear negotiations, including the interplay between coercion and reassurance in getting both adversaries and allies to relinquish atomic ambitions. Cases examined will be both contemporary and historical.</i></p> <p>Seminar Guest: Eugene Kogan, PhD, Director, American Secretaries of State Project (Future of Diplomacy Project at HKS; Program on Negotiation at Harvard Law School; and Harvard Business School)</p> <p>Reading: <i>Coleman &amp; Ferguson, Chapters 1-2 and TBA</i></p>
<p>Monday February 22</p>	<p><b>Topic: Negotiation, Non-Profit Management, and Intellectual Property: the Boston Symphony Orchestra's Perfect Storm</b> <i>Intra- and inter-organizational conflict over “media rights” – negotiating to maintain non-profit organization relevance and mission success while managing radically competing agendas – low degree of risk aversion heightens potential for damaging conflict</i></p> <p>Seminar Guests: Mark Volpe, Executive Director, Boston Symphony Orchestra Pat Hollenbeck, President, Boston Musicians Association</p> <p>Readings: <i>Coleman &amp; Ferguson, Chapters 3-5 and TBA</i></p>
<p>Wednesday February 24</p>	<p><b>Topic: Negotiation and Failure in the Political Arena</b> <i>Can our academic frameworks and inquiries translate into success for elected officials? Or perhaps simply help them avoid failure as they seek to develop and implement policy agendas and goals?</i></p> <p>Seminar Guest: David Mark, News Editor at CNN Digital Politics, former Editor-in-Chief, Politix.com (Co-author of recently published <i>Dog Whistles, Walk-Backs and Washington Handshakes: Decoding the Jargon, Slang and Bluster of American Political Speech</i>)</p> <p>Readings: <i>Coleman &amp; Ferguson, Chapters 6-7; and as assigned by seminar guest</i></p>
<p><b>Friday February 26</b></p>	<p><b>Waypoint #2 – By 5:00 PM:</b> Each team must submit a prospectus identifying the client organization, topic, and analytic research objectives. E-mail submissions are acceptable with a suggested length of 300-500 words. All members of the PE team should be listed in the upper right corner along with a word count.</p>

<p>Monday February 29</p>	<p><b>Topic: Making Conflict Work</b> Seminar Guest: Dr Peter Coleman, Professor of Psychology &amp; Education, Columbia University; Exec Dir of the Advanced Consortium on Cooperation, Conflict &amp; Complexity (AC4) at the Earth Institute at Columbia University</p> <p>Readings: <i>Coleman &amp; Ferguson, Chapters 8-9</i></p>
<p>Wednesday March 2</p>	<p><b>Topic: Scaling Up: When Negotiators Face Monumental (Literally) Challenges - Ethiopia, Egypt, Sudan Blue Nile Dam &amp; Water Rights Negotiations</b> Seminar Guest: Dr Kenneth Strzepek, HKS Adjunct Lecturer &amp; MIT Research Scientist</p> <p>Readings: <i>Coleman &amp; Ferguson, Chapter 10 &amp; conclusion and TBA</i></p>
<p><b>Friday March 4</b></p>	<p><b>Waypoint #3a &amp; 3b – By 5:00 PM:</b> E-mail the teaching team your comprehensive (200-450 words) progress report indicating the status of your fieldwork and upcoming targets, challenges, and expected completion date(s). All the members of your PE team should be listed in the upper right corner along with a word count. Also, per <b>Waypoint #3b</b>, your team has completed your mandatory progress meeting with the PE Advisor.</p>
<p>Monday March 7</p>	<p><b>Topic: The United States of Excess: Public Policy Negotiation in a No-Win Scenario</b> <i>Retrospective look at the United Nations Climate Change Conference (Paris, 2015) from the viewpoint of public policy negotiation: how can you alter negotiation approaches to intractable policy problems to achieve greater success? How will adaptation, mitigation, or a combination of these two strategies affect negotiation process and likely outcomes? Can the United States usher in a culture that favors a “reduction of excess”?</i></p> <p>Seminar Guest: Professor Robert Paarlberg, HKS Adjunct Lecturer &amp; Wellesley College Professor Emeritus</p> <p>Readings: <i>Paarlberg, Robert. “The United States of Excess.” Oxford University Press, 2015: Introduction, Chapters 1-2.</i></p>
<p>Wednesday March 9</p>	<p><b>Case analysis &amp; debrief: Utility and Use of Negotiation Frameworks, Strategies, and Tactics in a No-Win Scenario</b> <i>Readings: Paarlberg: Chapter 5 &amp; Conclusion</i></p>

Mon., Mar. 14	<i>No class (Spring Break)</i>
Wed., Mar. 16	
Monday March 21	<p><b>Waypoint #4: Mandatory PE Team Meetings with the Instructor:</b> During the regularly scheduled class session, your PE team will have a short meeting with the Instructor. Be prepared to outline the status of your PE, ask questions, and receive feedback.</p> <p>Distribute <i>Edgewood Electric</i> simulation role assignments</p>
EXTRA SESSION Tues Mar 22	<p><b>Special Session: play "Edgewood Electric"</b></p> <p>Readings: Putnam, R. "Diplomacy and Domestic Politics: The Logic of Two-Level Games," <i>International Organization</i>, MIT Press, summer 1988: pp. 427-460.</p>
Wednesday March 23	<p><b>Topic: Advanced Management of Complex Internal-External and Principal-Agent Negotiation Dynamics; debrief Edgewood Electric</b></p> <p>Readings: Walton, Richard E. and McKersie, Robert B. "A Behavioral Theory of Labor Negotiations." <i>Cornell University Press</i>, 1965: pp. 312-351.</p>
Monday March 28	<p><b>International Aid Negotiation &amp; Conflict Resolution</b></p> <p><i>"Sacred issues" negotiations – are there ways to reach a deal and satisfy your "constituents" when the negotiation turns on a human rights issues?</i></p> <p>Seminar Guest: Rev. Dr. William Schulz, former Executive Director of Amnesty International (USA), currently President, Unitarian Universalist Service Committee</p> <p>Reading: Parker, Ian. "Victims and Volunteers." <i>THE NEW YORKER</i>: January 26, 2004</p>
Wednesday March 30	<p><b>Lessons from "High-Conflict" Communities in the United States</b></p> <p><i>Applying negotiation and conflict resolution frameworks and skills in a more immediate and community-based setting – highlighting areas of tension between theory and practice – advising governmental enforcement agencies (local, state &amp; federal) on improving stakeholder &amp; community negotiation and outreach to improve outcomes</i></p> <p>Seminar Guest: PJ Fox, Interim Executive Director, The Institute for the Study &amp; Practice of Nonviolence</p> <p>Readings: <i>see Canvas</i></p>

<p>Monday April 4</p>	<p><b>International Trade Treaty Negotiations</b>  <i>Is there a way to prevent the “internal” negotiation (i.e., with constituents) from completely overwhelming the “external” negotiation (with another country, entity or trading bloc)? How can these external negotiations be optimally managed to generate improvements at both the external and constituent levels when compared with the no-deal options? How can you conduct trade negotiations in necessary secrecy with all of the above considerations looming simultaneously?</i></p> <p>Seminar Guest:            Jason Kearns MPP '00, Chief International Trade Counsel, Democratic Staff, House Ways &amp; Means Committee, U.S. House of Representatives</p> <p>Reading: <i>Devereaux, Charan. “Fast Track Derailed: The 1997 Attempt to Renew Fast Track Trade Legislation.” Kennedy School of Government Case Program, revised August 2005.</i></p>
<p>Wednesday April 6</p>	<p><b>Career Forum: Mediation, Arbitration and Conflict Resolution Professionals</b></p> <p>Seminar Guests:            Melissa Brodrick, Ombuds, Harvard Medical School            Charles Doran, Mediator and Executive Director, MWI            James McGuire, Arbitrator &amp; Mediator</p> <p>Readings: <i>TBA</i></p>
<p><b>Friday April 8</b></p>	<p><b>Waypoint #5 – By 5:00 PM, April 8:</b> Your PE team must complete a <u>mandatory</u> progress meeting with the CA or the PE Advisor.</p>
<p>Monday April 11</p>	<p><b>Topic: High-Stakes Public Policy Negotiation</b>  <i>How do large-metropolis leaders use public dispute resolution techniques to meet and implement climate change commitments?</i></p> <p>Seminar Guest:            Mark Williams, Fellow, Program on Negotiation at Harvard Law School and MLD-275 PE Advisor</p> <p>Reading: <i>TBA</i></p>

Wednesday April 13	<b>Waypoint #6: Mandatory PE Team Meetings with the Instructor</b> during class meeting time. You must come to the meeting with a <u>minimum one-page long draft of your PE's brief analysis and recommendations (e.g., the draft could become your Executive Summary in the final version).</u>
Monday April 18	<b>Topic: Practitioner Forum on Dispute Resolution Systems</b> <i>Mediation, Arbitration, and Everything in Between; Gender and Negotiation</i>  Seminar Guests: Bonnie P. Castrey, President, Labor & Employment Relations Association, Former Chair and Member, Federal Service Impasses Panel, Arbitrator Marcia L. Greenbaum, Arbitrator and Mediator, former President, Society of Professionals in Dispute Resolution and Vice President of the National Academy of Arbitrators  Readings: <i>TBA</i>
Wednesday April 20	<b>Topic: Origins and Methods of Online Dispute Resolution</b> <i>Technology's influence on conflict resolution process, outcomes &amp; best practices</i>  Seminar Guest: Dr. Ethan Katsh, Professor Emeritus, Univ. Massachusetts - Amherst  Reading: <i>Katsh, Ethan, and Rabinovich-Einy, Orna. "Introduction to Digital Justice: Why Conflict is a Growth Industry and What We Can Do About It." Oxford University Press: Unpublished (Do Not Copy or Forward; Shared by Dr. Katsh for our use only).</i>
<b>Friday April 22</b>	<b>Waypoint #7 – by 5:00 PM:</b> E-mail the teaching team with a short (max. 200 words) plan for your PE team's Oral Examination & Presentation on April 27 or April 28.
Monday April 25	<b>NO CLASS: Oral Examination Reading Day</b> <b>Teaching Team will hold open office hours during class time</b>
Wednesday, April 27	Oral Examinations Course Conclusion and Evaluation
Friday May 6	<b>5:00 PM PE Written Submission Deadline, to be placed in the submission box located by the Faculty Assistant, Veronica Chapman (L-349B)</b>

## MLD-275 Spring 2016 Course Calendar & Checklist

The entire sequence of course events, in checklist form, to assist you with your planning:

Date	Event
January 25	Topic: The US Economy – Industrial Relations, Negotiation & Conflict Resolution
January 27	Guest Lecture, Beyond Conflict: Applying the Shared Experience, Methodology and Insights from Neuroscience to Negotiation and Conflict Resolution
February 1	Guest Lecture, Jeffery Young: High-Impact, Multi-Stakeholder Negotiation in the Public Sector
February 3	Case study: Rhode Island Statewide Public Pension Reform Negotiations
February 8	Topic & Negotiation Simulation: Negotiation Analysis lessons from Collective Bargaining; play <i>Leckenby Company</i>
February 10	Topic & Simulation Debrief: Advanced Negotiation Tactics & <i>Leckenby</i> Debrief
<b>February 12</b>	<b>Waypoint #1: Due by 5:00PM</b>
<b>February 15</b>	<b>Presidents Day, No Class</b>
February 17	Guest Lecture, Eugene Kogan: Nuclear Negotiations
February 22	Practitioner Guests, Mark Volpe & Pat Hollenbeck: Negotiation, Non-Profit Management, and Intellectual Property
February 24	Guest Lecture, David Mark: Negotiation and Failure in the Political Arena
<b>February 26</b>	<b>Waypoint #2: Due by 5:00PM</b>
February 29	Guest Lecture, Peter Coleman: Making Conflict Work
March 2	Guest Lecture, Kenneth Strzepek: Scaling Up: When Negotiators Face Monumental (Literally) Challenges – Ethiopia, Egypt, Sudan Blue Nile Dam & Water Rights Negotiations
<b>March 4</b>	<b>Waypoint #3a &amp; 3b: Due by 5:00PM</b>
March 7	Guest Lecture, Robert Paarlberg: The United States of Excess: Public Policy Negotiation in a No-Win Scenario
March 9	Case analysis & debrief: Utility and Use of Negotiation Frameworks, Strategies & Tactics in the No-Win Scenario
<b>March 14 &amp; March 16 Spring Break, No Class</b>	

<b>March 21</b>	<b>Waypoint #4: In-Class Mandatory PE Team Meetings with the Instructor</b>
March 22	Negotiation Simulation, Special Session: play <i>Edgewood Electric</i>
March 23	Topic & Simulation Debrief: Advanced Management of Complex Internal-External and Principal-Agent Negotiation Dynamics; debrief <i>Edgewood Electric</i>
March 28	Guest Lecture, William Schulz: International Aid Negotiation
March 30	Guest Lecture, PJ Fox: Lessons from "High Conflict" Communities in the USA
April 4	Guest Lecture, Jason Kearns: Lessons From International Trade Treaty Negotiations
April 6	Career Forum with Practitioner Guests M. Brodrick, C. Doran & J. MacGuire: Mediation, Arbitration and Conflict Resolution
<b>April 8</b>	<b>Waypoint #5: Due by 5:00PM</b>
April 11	Guest Lecture, Mark Williams: High-Stakes Public Policy Negotiation & Climate Change
<b>April 13</b>	<b>Waypoint #6: In-Class Mandatory PE Team Meetings with the Instructor</b>
April 18	Practitioner Guests, Bonnie Castrey and Marcia Greenbaum: "Arbitration, Mediation, and Everything in Between"
April 20	Guest Lecture, Ethan Katsh: Origins and Methods of Online Dispute Resolution
<b>April 22</b>	<b>Waypoint #7: Due by 5:00PM</b>
April 25	Oral Examination Reading Day - No Class Teaching Team will hold open office hours in L-130 during class time
<b>April 27</b>	<b>Oral Examinations; course conclusion &amp; course evaluation 4:15p – 7:00p</b>
<b>May 6</b>	<b>Practicum Exercise: Due by 5:00PM to Veronica Chapman, L-349B</b>