

**Term A ACSC Elective Course Syllabus  
Proposed as Joint with AWC**

**Adaptive Conflict Management: Negotiation and Mediation Theory and Application**  
**Instructors: Dr Stefan Eisen Jr., Mr Hank Finn, Mr Paul Firman, and Mr David O'Meara**

**Description and Themes:** Want to be a better problem-solver and leader? This highly inter-active course develops a critical understanding of and ability to apply essential conflict management tools. You will develop your negotiation/mediation skills, and improve your ability to critically think about the processes people use to resolve conflict. Topics include inter-cultural factors, negotiating strategies, and assessment of the negotiating environment. This course is built around faculty and guest presentations, mini-lectures, research, application and assessment exercises, and seminar discussion.

**Course Objective:** You will take the models presented and apply them to novel situations. You will synthesize the following concepts:

1. Conflict's pervasive nature and the need for adaptive skills
2. The complexity of a leader's problem-solving environment,
3. The utility of the Trust, Information, Power and Options (TIPO) model as an assessment tool,
4. Negotiating Preferences and Styles Chart's (NPSC) flexibility,
5. The value of critical thinking and active listening to the negotiations process,
6. How mediation augments the problem-solving tool kit for leaders,
7. Negotiation in the inter-cultural environment.

**Desired Learning Outcomes (DLO):**

1. Assess and apply adaptive conflict management and frameworks in the presented scenarios, case studies and exercises.
2. Value and apply both the TIPO and NPSC models appropriate to the situation.
3. Analyze and successfully adapt the NPSC strategies within inter-cultural environments

**AF ICL: F1, F2, H2**

**JPMELA I: 6b, 6c, 6d, 6e, 6f**

**Deliverables and Evaluation:**

1. Course Deliverable #1: Course Paper / Case Study / Book Analysis (Student choice); 35% -- oral product and written product due on or at the close of Lesson 10
2. Seminar application of course concepts in the negotiations / mediation exercises – 20%
3. Course Deliverable #2: Scenario Project; 45% -- due at the close of Lesson 10

**Course Texts:**

1. Air Force General Counsel/Alternative Dispute Resolution Office (SAF/GCD). *Air Force Mediation Compendium*. Air Force /GCD. Pentagon, VA. 2004 (electronic resource: available at: <http://www.adr.af.mil/shared/media/document/AFD-121115-026.pdf>)
2. Blankley, Kristen (ed). *Cross-Cultural Negotiation for U.S. Negotiators*. Moritz School of Law (Ohio State University) treatise developed for the USAF Negotiations Center. Maxwell, AFB, AL. 2005. Available electronically at <http://culture.af.mil/NCE/>

3. Breslin, J.W. and J.Z. Rubin (eds.). *Negotiation Theory and Practice*. The Harvard Program on Negotiations. Cambridge, MA. 1999.
  - a. ISBN-10: 1880711001
  - b. ISBN-13: 978-1880711002
4. Cialdini, Robert B. *Influence: Science and Practice*. Harlow: Pearson Education. NY, NY. 2008.
  - a. ISBN-10: 0205609996
  - b. ISBN-13: 978-0205609994
5. Cohen, Steve. *Negotiations for Managers*. McGraw-Hill Professional. NY, NY. 2002.
  - a. ISBN-10: 0071387579
  - b. ISBN-13: 978-0071387576
6. Cohen, Raymond. *Negotiating Across Cultures*. United States Institute of Peace. Washington, DC. 1997.
  - a. ISBN-10: 1878379720
  - b. ISBN-13: 978-1878379726
7. Eisen, Stefan Jr. *Practical Guide to Negotiating in the Military (2<sup>nd</sup> Edition)*. AFNC Publication. Maxwell AFB, AL. 2011.
8. Lewicki, Roy J., Bruce Barry and David Saunders. *Essentials of Negotiation (4th Edition)*. McGraw-Hill Irwin. New York. 2007.
  - a. ISBN-10: 0073102768
  - b. ISBN-13: 978-0073102764

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**Lesson 01: Conflict -- What's your preference on handling conflict? "Influence" and "Offer" games**

The focus is on where, when, and why conflict occurs and its pervasive nature. Class discussion will examine interest, value, structural, worldview and other types of conflict. The focus is on the "bargaining" versus "negotiating" processes. The exercises provide insights into some of your (sometimes subconscious) expectations when solving problems.

**Readings:**

1. Eisen, Stefan Jr. Negotiation Preferences and Styles Chart (NPSC) exercise. Distributed via AFNC CD-ROM. 2009.
2. AFNC. "The Influence" Exercise. (separate handout – 1 page)
3. AFNC. "The Offer" Exercise. (separate handout – 4 pages)
4. Lewicki, Roy J., Bruce Barry and David Saunders. *Essentials of Negotiation*. Chapter 1 (pp. 1-26)
5. Lewicki, Roy J., Bruce Barry and David Saunders. *Essentials of Negotiation*. Chapter 2 (pp. 27-57)

**Lesson 02: General Terminology, Concepts, and Planning. "Alaburnam" Exercise**

The focus is on a basic framework (with the essential terms and concepts) needed to help you prepare and execute a tactical level negotiation. The framework and definitions are based in the business world, as is the exercise. This will serve as a departure point for follow-on discussions of what concepts might need modification when negotiating in the military context.

**Readings:**

1. Cohen, Steve. *Negotiations for Managers*. Chapter 3 (pp. 39-56)
2. Cohen, Steve. *Negotiations for Managers*. Chapter 4 (pp. 57-69)
3. Cohen, Steve. *Negotiations for Managers*. Chapter 5 (pp. 70-83)
4. Lewicki, Roy J., Bruce Barry and David Saunders. *Essentials of Negotiation*. Chapter 3 (pp. 58-84)
5. Lewicki, Roy J., Bruce Barry and David Saunders. *Essentials of Negotiation*. Chapter 4 (pp. 85-110)
6. Air Force Negotiation Center. *Alaburnam Exercise*. (separate handout – 2 pages)

**Lesson 03: TIPO / NPSC – Some Essential Rationale. “Pentagon Peer-plexer” Exercise**

The reading is the development of models to assess (TIPO) and then select (NPSC) possible negotiating strategies for the military context, specifically the squadron commander and mid-level staff leader. The NPSC is essentially culture neutral, and serves as a contrast to the previously introduced business models. The exercise reflects elements of a negotiation in a military environment.

**Readings:**

1. Eisen, Stefan Jr. *Practical Guide to Negotiating in the Military (2<sup>nd</sup> Edition)*. (separate handout – 52 pages)
2. Eisen, Stefan Jr. *The Negotiation Worksheet* (separate handout – 14 pages)
3. Eisen, Stefan Jr. *Pentagon Peer-plexer Exercise*. (separate handout – 5 pages)

**Lesson 04: Influence**

In previous sessions, TIPO and NPSC provided a range of options on how to negotiate. This lesson will examine if humans are “hard wired” to respond in certain ways to certain psychological stimuli that are evident in a negotiation.

**Readings:**

1. Cialdini, Robert B. *Influence: Science and Practice*. Chapter 1 (pp.1-17) and selected group readings (Chapters 2 through 8 (20 pages each) will be spit up amongst the seminar)

**Lesson 05: Multiparty Negotiations: What happens when the party for two becomes three or more? “Blackacre Communications Conundrum” exercise**

So far in the elective, the focus has been on two people negotiating a situation. What dynamics might change when three or more people / parties are in the negotiation? This seminar examines the wrenches that might be thrown into the works. More is not always better.

**Readings:**

1. Lewicki, Roy J., Bruce Barry and David Saunders. *Essentials of Negotiation*. Chapter 10. (pp. 208-228)
2. Breslin, J.W. and J.Z. Rubin (eds.). *Negotiation Theory and Practice*. Touval, Saadia. *Multilateral Negotiation: An Analytic Approach*. (pp 351-366)

3. AFNC. *Blackacre Communications Conundrum Exercise*. (20 pages: separate handout)

### **Lesson 06: Power and Ethics**

A negotiator that preferred to remain anonymous once noted that ethics have no place when one is fighting for their organization at the negotiating table – the ends justify any means. Why have power and not use it? Part of the discussion on ethical behavior is driven by morality; does the negotiator have a sense of social obligation or does the negotiator act out of exclusively pecuniary (self) interest? Or are there times when an appropriate response to the above paradox is a conditional “both,” one can act “morally” because a pecuniary interest exists.

This lesson’s discussion may be boiled down to the essential question: What advantages are there to pursuing ethical and / or unethical behavior in negotiations? Is the answer to this question an "either / or" or may negotiators act “ethically” in one situation and be comfortable conducting “deceit operations” in another negotiation? Readers must draw their own conclusions.

#### **Readings:**

1. Lewicki, Roy J., Bruce Barry and David Saunders. *Essentials of Negotiation*. Chapter 7 (pp. 149-166)
2. Lewicki, Roy J., Bruce Barry and David Saunders. *Essentials of Negotiation*. Chapter 8. (pp. 167-189)
3. C Breslin, J.W. and J.Z. Rubin (eds.). *Negotiation Theory and Practice*. Roger Fisher, “Negotiating Power: Getting and Using Influence.” (pp. 128-140)
4. In Blankley: Carly A. Hammond & Sarah C. McCarty, “Ethics in Cross-Cultural Negotiations,” pp 117-133

### **Lesson 07: Negotiating in an Inter-Cultural Environment: Some Frameworks**

Up to this point, the concepts and framework have been presented in a predominantly Western cultural perspective. This session develops frameworks for seeing how other cultures might approach negotiations and the challenges it presents the leader. The exercise is based on a real world business blunder.

#### **Readings:**

1. Cohen, Raymond. *Negotiating Across Cultures*. Chapter 3. (pp. 25-42)
2. Cohen, Raymond. *Negotiating Across Cultures*. Chapter 4. (pp. 43-66)
3. Moore, Christopher W. and Peter J Woodrow. *Handbook of Global And Multicultural Negotiation*. Chapter 3. (pp 61-75).
4. Brett, Jeanne M. *Negotiating Globally*. (pp 43-47).

### **Lesson 08: Complex Inter-Cultural Negotiations: The Torbango Exercise**

Based on an actual DOS/DOD host nation incident, this simulation further develops the ability to assess the context and apply adaptive inter-cultural negotiating skills.

#### **Readings:**

1. Solomon, Richard H. and Nigel Quinney. *American Negotiating Behavior*. Chapter 2 (pp. 19-45)
2. Myers, Lynda and Stefan Eisen. *Torbango*. (5 pages: separate handout)

3. Myers, Linda and Stefan Eisen. *Torbango, US delegation confidential Instructions*. (5 pages: separate handout)
4. Myers, Linda and Stefan Eisen. *Torbango. Torbangan delegation confidential Instructions*. (5 pages: separate handout)
5. AFNC. *AF Negotiations Worksheet Intro and Guide*. (14 pages: separate handout)

**Lesson 09: Mediation—Facilitated Negotiations -- Southern Electric Exercise**

Air Force leaders have a facilitative Alternative Dispute Resolution tool to help settle workplace disputes, especially when it involves civilian and / or contractor elements. This lesson develops the skill and the understanding of what base-level mediation services can do to serve the squadron commander.

**Readings:**

1. Air Force General Counsel/Alternative Dispute Resolution Office (SAF/GCD). *Air /GCD*. Pentagon, VA. 2004 (electronic resource – 126 pages).
2. Kellogg School of Management. *Southern Electric Exercise* (separate handout – 2 pages)

**Lesson 10: DELs #1 and #2. In-Class presentation of the Book Analysis (Course Paper / Case Study / Book Analysis due) and Scenario Project due.**

Prepare and deliver (max 10 minutes for presentation and 5 minutes for cross-examination) your assessment of your chosen book or a synopsis of your research / case study.

The scenario exercise is a take home open-book and open-notes paper where a scenario is presented and students use the course materials to provide advice on the way ahead for the upcoming negotiations.

**Readings: None**