There are three main purposes to this course. We're here to develop your ability to

1. handle complex negotiations with many players, different organizations, and many issues;
2. lead groups, firms, and teams to wise consensus; and
3. handle other serious negotiation challenges well such as insecure international business deals and aggressive counterparts.

You'll also learn a set of advanced tools, tests, and strategies that can help you cope more effectively with the most important negotiations you face.

The simulations we'll use will cover a wide range of business situations, including

• two very different international business deals, each worth millions
• a complex dispute between partners of a struggling software firm
• a group-on-group international aircraft engine re-negotiation

We’ll also do a complex dispute between partners of a struggling software firm you’ll video tape and review.

Since there is really no way to make up the experiences we create in class, and since your participation will help your classmates learn, I will expect you to attend each class.

If you have taken Collaboration, Conflict & Negotiation from another professor, there is an article you'll need to read, which I describe in the syllabus and which you can pick up in class or on our NYU Classes website.

Alas, if you have not taken Collaboration, Conflict & Negotiation, you may not take this course.

Welcome to the course. I hope it will be one of the very best highlights of your time at Stern, and that it will help you handle conflict and business dealings with confidence and wisdom.
Specific Course Objectives

By the end of this course, I want you to be able to demonstrate that you can wisely

1. Resolve serious conflicts within your group, negotiate well for yourself there, and lead it to wise consensus and commitment
2. Cultivate proper readiness for high-stress talks with aggressive or intimidating counterparts
3. Deal effectively with high-stakes international transactions
4. Work effectively with principals and agents
5. Prepare for and manage complex, high-stakes, multi-issue negotiations, and
6. Manage negotiations between two organizations and act as an effective agent or principal.

Day -To-Day Course Logistics

When and How to Reach Me:

Phone: You are welcome to call me any time from 10:00 a.m. to 5:00 p.m. any day but Sunday. My phone number is (212) 799-8720. Please do not call to tell me you will miss a class.

e-mail: My address is sf14@nyu.edu. Handouts- You'll find handouts for the day's class in a stack near the door as you walk in. Please take one of each handout.

NYU Classes Website: Please check NYU Classes at your earliest convenience to make sure you have access to our website and that your name and correct email address are listed there.

Teaching Assistant- TBD
Grading

25% Class participation
35% One or two take-home quizzes (the first is required; the second optional)
40% two comment memos

A Word About Grading Policy Generally
About 35% of students get grades in the A range, and about 65% have gotten grades in the B range. In the past it usually just worked out that way using my basic approach to grading.

Class Participation. A key part of class participation is being here. I expect you to be fully prepared each class to discuss assigned readings and simulations, to be active in our in-class exercises, and thoughtful in your contributions. You should expect me to call on you periodically. When I do, you should be ready to comment on the observations of other students and the material under discussion. I will also encourage you to talk about things that anger you, amuse you, surprise you, or strike you as just plain wrong. Since you'll be writing comments about several simulations that we'll do or debrief in class, it's especially important not to miss those classes. I will also look for signs you were listening to your classmates when you write about simulations we discuss in class.

Asking Questions. One very good way to participate in class is to ask questions. I particularly encourage you to ask 'dumb' questions. (As you'll see, one of the central points of the course is that 'dumb' questions have remarkable value in negotiations.) Usually they are the best contributions of all.

Attendance Sheet. Please be sure each class to sign the attendance sheet— a standard feature of negotiation courses around the world. A sheet helps assure us that I'm giving you the credit you deserve for being here.

Listening. Part of your grade on the memos will depend on how well you listen to classmates’ comments, quote them, or describe an in-class debate on a specific topic.

Laptops, Internet, and WiFi. I do permit students to use laptops in class. However, out of respect for everyone and to improve class participation, I do not permit students to use the Internet during class. If you have a special need, please speak with me about it outside class.

Self-Assessment. To help determine your grade for class participation, I will rely in part on your own assessment, using a simple form which I will ask you to complete and submit in our last class.

Extra Credit. Watch for ways to earn extra class participation doing extra credit challenges and mini-assignments.

Handout Fee. Another part of your class participation grade depends on your paying the course handout fee in a timely manner. To avoid unpleasantness for both of us and to make sure I can submit your final grade, please pay the fee by class 1. (The bookstore sends me a report.) For more details, see the top of the reading list below.

Class Participation Grading Guidelines. To determine your grade for class participation, I usually begin by assigning each student a base grade. Then I add points for particularly good comments and questions. I also deduct points for lack of involvement and missed classes (see below). Class participation grades usually range from about an 83 to a 95.
What If You Do Miss Class(es)? Excused Absences. Each class meeting is worth 5% of your grade for the course. The only exceptions are for

- religious or civic obligation
- serious family emergency or
- serious illness

Just give me a brief note explaining the matter as soon as you reasonably can if this is the case.

Other Absences. Please do not ask to be excused for other reasons, such as

- an interview
- a work eruption
- a computer malfunction
- an unexpected business trip, or
- a conflicting event

While these things are certainly important, I expect you to make this course a priority as you would a major business undertaking. There's no need to notify me or apologize to me if you miss a class.

If You Expect to Miss a Class. Please talk to me about it as soon as possible after class. While I'd love you to stay, we may conclude you shouldn't take the course this semester. Since we only have six classes in the course, the administration has asked me to be strict about this policy.

Disabilities. If you have a qualified disability and will require academic accommodation during the course, please contact the Moses Center for Students with Disabilities (998-4980) and provide me with a letter from them verifying your registration and outlining the accommodations they recommend. If you will need to take an exam at the CSD, you must submit a completed Exam Accommodations Form to them at least one week prior to the scheduled exam time to be guaranteed accommodation.

The Two Simulation Memos. I'll tell you how to prepare each of the two comment memos. In each you'll discuss specific, transferable lessons you've learned from a given simulation and how the experience, the debriefing, the readings, and the lecture helped you learn them.

A Word About Writing. Since good writing counts in business, I will base part of your grade for written work on your writing. Use simple words and sentences whenever you can. Please be succinct.

The At-home Quiz(zes). Each of the two quizzes will present you with a negotiation case and ask you to answer questions about them using course concepts. You'll need to return each to me in class. I've designed each quiz to take one hour or less. You must do the first quiz; you may elect to do the second quiz. If you do one, it will be worth 35% of your final grade. If you do both, the average of the two quizzes will be worth 35%. There's no need to tell me you won't do the second quiz- simply don't submit it and I'll understand you elected not to do it.

Deadlines. If you miss a deadline for a written assignment, I will deduct three points for that assignment for the first day it's late, and one point for each additional day except Sunday. The only exception is for religious or civic obligation, serious family emergency, or serious illness. Just give me a note as soon as you reasonably can if this is the case. Please do not ask for an exception for other reasons.

The Student Code of Conduct. As in every other class as Stern, you must adhere to the Student Code of Conduct. The school reminds me to remind you that as a student, you are obligated to report to me, the instructor, any violation of the code that you suspect you observe.
Biography

My name is Seth Freeman, J.D. I practiced corporate and securities law in large New York firms for six years following my graduation from the University of Pennsylvania Law School. Since the 90s I have been a professor of Negotiation & Conflict Management at Stern.

I am also an adjunct professor at Columbia University, and have served as a visiting professor at Bordeaux École de Management in France, the World Economic Forum, and Zhongshan University's Executive MBA program. My courses include Collaboration, Conflict & Negotiation, Advanced Negotiation, Entrepreneurial Transactions, and Negotiating Complex Transactions with Executives & Lawyers.

I've also been an active student of mediation and other forms of alternatives dispute resolution, and have served as a mediator for the Queens Mediation Center.

I'm married to my wife Cary, who is an actress. We met at a church dance, and live on the Upper West Side. We adopted our beautiful daughter Hannah in September 2009. (Rejoice!) We adopted our beautiful daughter Rachael on Christmas Day 2011. (Rejoice!)

My work in private practice included transactions involving initial public offerings, corporate restructurings, and aircraft financing. I graduated from Cornell University with a degree in economics.
Syllabus and Reading List

Here are the readings for the course:

Required: Copyrighted Materials I'll Distribute to You In Class*

*How To Pay for Copyrighted Materials for Special Topics in Negotiation

Please be sure to pay the copyright fee by midnight of our first class date. The fee covers copyrighted materials I distribute in class which we use for simulations. To pay the fee, please-

- Go to www.bookstores.nyu.edu and click on "Book Inquiry and Ordering".
- Then check the box for "Search by course" and type the course number (MGMT-GB.65.2160.20), and then click 'Begin search.'
- Order one copy of the item entitled "MGMT-GB65.2160.20 FREEMAN CLASS HANDOUT FEE/SP17."
- You and your Instructor will receive an email confirmation that the fee has been paid.
- Scroll down and click "add to bag."
- Follow instructions. You can pay by credit card.
- Although shipping and tax appear on the Book Store web site checkout screen you will not be charged for either.

You should complete the reading assignments before the class indicated unless otherwise noted. Sometimes I will also distribute other materials.
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<th>Topics</th>
<th>What We Will Do</th>
<th>Reading</th>
<th>Things To Do</th>
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<td>1.</td>
<td>March 28</td>
<td><em>Brief introduction to the Course</em></td>
<td>Towers Market Simulation; Groups and Negotiation</td>
<td>Please read this syllabus, which you received in my welcome email earlier in the week.</td>
<td><em>Find in the Outline for Class 1:</em> <em>Assignment memo describing first comment memo, due by class 2;</em>&lt;br&gt;<em>Essay: &quot;How To Get an Excellent Grade on a Memo&quot;</em>&lt;br&gt;<em>A copy of the article entitled &quot;I FORESAW IT&quot;</em></td>
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<td>*Negotiation and Group Decision Making- can meetings ever</td>
<td>Consensus Building Skills Demonstration</td>
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<td><em>Separately, Please Pick Up:</em>&lt;br&gt;<em>PowerScreen materials.</em></td>
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<td>go well?*</td>
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<td><em>Handout Fee Due by Tonight:</em>&lt;br&gt;You can pay on-line following the instructions at the top of the reading list on page 3. Please don't bring money to class.*</td>
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<td><em>Do by Class 5:</em> By class 5, you and your teammate should do the following: first, read the PowerScreen materials you picked up in class 1. Next, you and your teammate should prepare to negotiate the PowerScreen simulation and then negotiate with the NYU student(s) who I will have assigned you to. As the memo you are picking up in class 1 notes, you may negotiate face-to-face, by phone, by fax, by email, or any other way you wish. The simulation itself usually takes one or two hours, though some students take considerably longer. You will write a group simulation memo on it. I describe what your simulation memo should include in the PowerScreen simulation materials on the inside front cover of the materials themselves. Please prepare an I FORESAW IT plan for this simulation using the articles you pick up in class 1, and our discussion in class 3.*</td>
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| 2. | April 4 | **Managing High Stakes/International Negotiations** | **Rio Copa Exercise** between students and Professor Freeman
Proper Readiness (part I)
Rio Copa Exercise II
Mitchell at Northern Ireland | Please read a copy of the entire article entitled "I FORESAW IT" which is in your Class 1 outline, noting especially the section on the Topics Targets & Tradeoffs Grid. We will focus on that section in the session and we’ll consider the rest of the article in class 3. (If you’ve taken CC&N with me, please focus on the section on the Topics Targets & Tradeoffs Grid.) | **Due by Class 2 via The Assignment tab on NYU Classes:**
The first memo on the Towers Market simulation, following the assignment format I distributed in class 1. Information about what makes a memo excellent appears in the outline for class 1 This is a solo memo- you will do this memo by yourself. Please note on the upper right hand corner of the first page if you want “Faster Feedback” (brief feedback in about a week); otherwise, I will give you detailed feedback (detailed feedback in about two weeks.)

**Due in Class 2:**
Student survey (last page of this syllabus).

**Pick up:**
*The first quiz.
*I FORESAW IT 2.0 reading from *The Ready & Able Negotiator*
*I may also give you the Republic Job Offer Negotiation exercise materials* |
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<td>3.</td>
<td>April 11</td>
<td><em>Negotiation War Gaming And Proper Readiness</em></td>
<td>Proper Readiness (part 2):</td>
<td>Please read the I FORESAW IT 2.0 reading you picked up in class 2.</td>
<td><em>Due in Class 3:</em> Student survey (last page of this syllabus) (if you didn't submit it in class 2).</td>
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<td>I FORESAW IT 2.0 and Republic Job Offer</td>
<td>Then, if I gave it to you in class 2, please read the Republic Job Offer Negotiation exercise</td>
<td><em>Due by Class 3 via The Assignment tab on NYU Classes: the first quiz.</em></td>
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<td>Exercise materials. Then do the 15 minute</td>
<td>exercise materials. Then do the 15 minute preparation work but do not roleplay with anyone.</td>
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<td>PowerScreen preparation</td>
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<td>Counterparts</td>
<td>Colosi Model of Internal-External</td>
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<td>Negotiations; Video: the siege at Waco:</td>
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<td>what went wrong?</td>
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<td>Advanced persuasion and defense</td>
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<td>5.</td>
<td>April 25</td>
<td><strong>Highly Complex Talks</strong></td>
<td>PowerScreen simulation debriefing; Preparing for and Managing Highly Complex Negotiations; Measures of Success; Flagship Airways simulation (part 1).</td>
<td>The Flagship Airways general and confidential materials, which I gave you in class 4. In the last part of class 5, your group (Flagship or Eureka) will meet to work out any differences among you and prepare for the upcoming negotiations. You will also appoint a representative for your group and decide how much authority, if any, he will have. The representative will receive three extra class participation simulation points. The representative must tell the other side's group at the end of class that he or she is your representative. Between class 5 and class 6, the representatives for each of the two groups must meet for up to 25 minutes out of class to begin negotiating the matter. They must stop negotiating after 25 minutes. During the first 20 minutes of class 6, your group will meet with your representative to discuss the state of the talks and to complete preparations before your group meets with the other side. (If the representatives reached an agreement, the group members may veto it if they did not give the representative full authority. If the representative reached an agreement and had full authority, then the follow up meeting will be a 'second look' meeting to see if you can reach an even better deal that's acceptable to both sides.) You may keep or replace your representative in this meeting. Then, also in class, all members of your group will attend the follow-up meeting with all members of the other side, though only one representative may speak. You may caucus any time. The follow-up meeting will take up to 50 minutes. I'll then ask you to report your results and have each member of your group fill out a brief questionnaire.</td>
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<td>Topics</td>
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<td>6.</td>
<td>May 2</td>
<td><em>Complex Organizational Talks</em></td>
<td>Flagship Airways simulation Concludes; Debriefing; Putting It All Together; Conclusion.</td>
<td>No assignment.</td>
<td><em>Due in Class:</em> Class participation self-assessment form you received in class 5, and anonymous additional feedback. <em>Pick up:</em> Optional second quiz.</td>
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<td>As I noted in the description of class 5 above, during the first 20 minutes of class 6 this week, your group will meet with your representative to discuss the state of the talks and to complete preparations before your group meets with the other side. (If the representatives reached an agreement, the group members may veto it if they did not give the representative full authority. If the representative reached an agreement and had full authority, then the follow up meeting will be a 'second look' meeting to see if you can reach an even better deal that's acceptable to both sides.) You may keep or replace your representative in this meeting. Then, also in class, all members of your group will attend the follow-up meeting with all members of the other side, though only one representative may speak. You may caucus any time. The follow-up meeting will take up to 50 minutes. I'll then ask you to report your results and have each member of your group fill out a brief questionnaire.</td>
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<td>May 6</td>
<td>12:00 noon</td>
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<td><em>Due via The Assignment tab on NYU Classes: the optional second quiz.</em></td>
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<td>*</td>
<td>May 9</td>
<td>12:00 noon</td>
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<td><em>Due via The Assignment tab on NYU Classes: Required second memo PowerScreen</em></td>
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### Summary of Deadlines of Deliverables
*(this list does not include reading assignments and out-of-class simulation work)*

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<tr>
<th>Class</th>
<th>Assignment details</th>
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<tr>
<td>2</td>
<td>Anonymous Student Survey</td>
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<td>2</td>
<td>First memo on Towers Market</td>
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<td>3</td>
<td>First quiz</td>
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<tr>
<td>6</td>
<td>Class Participation Self-Assessment Form and Anonymous Feedback</td>
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<td>May 6</td>
<td>Optional second quiz</td>
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<td>noon</td>
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<td>May 9</td>
<td>Second memo</td>
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- 🌞 = non-gradable assignment
- ⭐️ = required, gradable assignment
- ⋄ = optional item
• If you have not taken a course with me before, please take a few minutes before our 2nd class to jot down answers to the following questions. I'm asking these questions to help me learn better how to make the course valuable for you. You may write on the back or attach a sheet if you need more space. You may include your name if you'd like, or you may write anonymously.

• If you have taken a course with me before, you can fill out this survey too, though you don't have to.

1. Tell me about the best professor you've ever had. What specifically did you like about his or her approach?

2. Tell me one thing one of your professors did that helped develop a good rapport with your class.

3. Tell me about one challenging negotiation question or problem you’ve seen in real life that you’d like to learn more about.

4. Tell me anything else that would help me serve your needs better in the coming semester.