

# Overcoming Negotiation Deadlocks

**Course Syllabus  
e-Learning**

**29 April - 26 May 2019**



**unitar**

United Nations Institute for Training and Research

## **Table of Contents**

---

Disclaimer and Acknowledgements .....	3
Course Presentation.....	3
Course Outline .....	4
Contents and Learning Objectives.....	6
Methodology .....	7
Grading Policy and Course Completion ....	8
Study Planning.....	9
Learning Content.....	11
1.    Interactive Course.....	11
2.    Resources .....	11
3.    Key to Icons .....	12
Course Moderator.....	13
Technical Support.....	15



## **Disclaimer and Acknowledgements**

---

Please read the Disclaimer and Acknowledgements documents carefully before starting this course. They are located on the course home page and will provide you with more information about the terms and conditions of use of UNITAR's virtual learning environment. They further acknowledge all those organisations who have given us their kind permission to use audio transcripts, webcasts and photographic imagery.

## **Course Presentation**

---

Whether in diplomacy, international business relations, our daily work contexts or personal life – negotiating effectively is a key competency to successfully addressing every day challenges. On the global scale, the challenge of renewed multilateralism is closely linked to the ability of the international community to foster truly productive negotiation processes that bring about solutions which last. When vital interests collide, egos clash, and time presses for solutions, the negotiator's main challenge is to know the moves that help overcome deadlock and that bring the negotiation process back on a problem-solving track. As the main training arm of the UN, the United Nations Institute for Training and Research (UNITAR) aims to respond to this eminent challenge with its ground-breaking new training initiative "Overcoming Negotiation Deadlocks" intended for the entire community of negotiators worldwide.

This course aims to equip participants with practical skills to enhance individual negotiation capacity and lead through situations of deadlock. It will help learners to improve their negotiation performance in order to obtain better outcomes in bilateral and multilateral negotiations, but also to become brokers of agreements when solutions look impossible.

A number of leading academics and negotiation experts, incl. Prof. William Zartman, Dr. Minh and Mr. David Koschel, as well as senior practitioners in the field of international negotiations contributed to the development and delivery of this course. Among those practitioners are Noble Peace Prize Winner President Martti Ahtisaari and numerous senior diplomats.

## Course Outline

---

*Module 1: The negotiator's toolbox – dealing with conflict, aiming for agreement, different negotiation styles (29 April- 5 May 2019)*

- Lesson 1: Negotiation defined
- Lesson 2: The negotiator's "tools of talk power"
- Lesson 3: Tools of talk power – working towards one's own objectives and the power of alternatives
- Lesson 4: Tools of talk power – procedural devices
- Lesson 5: Conclusion
- Discussion Board
- Assessment

*Module 2: Key elements of effective negotiations (6 May – 12 May 2019)*

- Welcome Message by Guest Contributor Mr. Christopher Coleman, Director of the Civilian Capacity Project at the United Nations
- Welcome Message by Guest Contributor H. E. Ambassador Ranko Viločić, Permanent Representative of the Republic of Croatia to the United Nations, New York
- Lesson 1: Psychological biases: the more stress, the less rational?
- Lesson 2: Interest-based negotiation vs. positional bargaining
- Lesson 3: Techniques to negotiate towards mutual gain
- Lesson 4: Case Study Sudan Peace Talks: Identifying interests, clarifying purpose and applying objective standards to unblock deadlock
- Lesson 5: Beyond tactics – negotiate "off the table"
- Lesson 6: Failing to prepare is preparing to fail
- Lesson 7: Case Illustration: When rules of procedure don't clarify all procedures
- Discussion Board
- Assessment

*Module 3: Overcoming deadlock at the table (13 May – 19 May 2019)*

- Welcome Message by Guest Contributor H. E. Ambassador Sallama Shaker, Visiting Professor of Middle East & Islamic Studies at Yale Divinity School
- Lesson 1: Dealing with difficult counterparts
- Lesson 2: Identifying common ground in a heated atmosphere
- Lesson 3: Responding to power imbalance

- Lesson 4: Dealing with negative emotions and using positive ones
- Lesson 5: Cultural and gender differences in negotiations
- Lesson 6: Working as a team
- Discussion Board
- Assessment

*Module 4: Multi-party negotiation simulation - online (20 May – 26 May 2019)*

- Lesson 1: Multi-party negotiation on international affairs
- Lesson 2: Simulation exercise
- Lesson 3: Goodbye and parting advice from our Guest Contributors
- Discussion Board

## Content and Learning Objectives

Overall, the course aims to equip participants with the conceptual knowledge and practical tools to efficiently overcome deadlocks in negotiations and successfully negotiate towards beneficial outcomes.

	Content	Learning objectives At the end of the module, you will be able to:
<b>Module 1</b>  <b>The negotiator's toolbox – dealing with conflict, aiming for agreement, different negotiation styles (1 week)</b>	<ul style="list-style-type: none"> <li>• Negotiation defined</li> <li>• The negotiator's "tools of talk power"</li> <li>• Tools of talk power – working towards one's own objectives and the power of alternatives</li> <li>• Tools of talk power – procedural devices</li> <li>• Your approach towards negotiations (week 2)</li> </ul>	<ul style="list-style-type: none"> <li>• Define the particular characteristics of negotiations as a way to deal with conflict and differences</li> <li>• Distinguish between different tools and approaches to negotiations (12 tools of "Talk Power");</li> <li>• Assess their advantages and disadvantages in different situations, in pursuit of one's objectives.</li> <li>• Identify your own preferred way to deal with conflict situations, and identify training needs accordingly. (week 2)</li> </ul>
<b>Module 2</b>  <b>Key elements of effective negotiations (1 week)</b>	<ul style="list-style-type: none"> <li>• Psychological biases: the more stress, the less rational?</li> <li>• Interest-based negotiation vs. positional bargaining</li> <li>• Techniques to negotiate for mutual gain</li> <li>• Beyond tactics – negotiate "off the table"</li> <li>• Failing to prepare is preparing to fail</li> </ul>	<ul style="list-style-type: none"> <li>• Detect and control behaviour that runs counter effective negotiating</li> <li>• Distinguish between integrative bargaining and positional bargaining</li> <li>• Recognize the value of both approaches to reach good outcomes</li> <li>• Identify and apply different tactics and off-the-table moves that support integrative negotiations</li> <li>• Arrange key steps in preparing for negotiations</li> </ul>
<b>Module 3</b>  <b>Overcoming deadlock at the table (1 week)</b>	<ul style="list-style-type: none"> <li>• Dealing with difficult counterparts</li> <li>• Identifying common ground in a heated atmosphere</li> <li>• Responding to power imbalance</li> <li>• Dealing with negative emotions and using positive ones</li> <li>• Cultural and gender differences in negotiations as a team</li> </ul>	<ul style="list-style-type: none"> <li>• Analyze most common factors that lead to deadlock</li> <li>• Apply techniques that deal with tense situations</li> <li>• Identify strategies to identify common ground under difficult circumstances</li> <li>• Recognize the impact of positive and negative emotions on negotiations</li> <li>• Identify and deal with cultural and gender differences, as they occur.</li> </ul>

<b>Module 4</b>  <b>Multi-party negotiation simulation – online (1 week)</b>	<ul style="list-style-type: none"> <li>• Multi-party negotiation in international affairs</li> <li>• Prepare, conduct, debrief simulation</li> </ul>	<ul style="list-style-type: none"> <li>• Contrast the particularities of multi-party negotiations</li> <li>• Apply step-by-step tools for preparing for negotiations</li> <li>• Organize as a team in negotiations</li> <li>• Experiment and self-reflect on your capacities to prevent and overcome deadlock.</li> </ul>
--	--	---

## Methodology

---

This course will be delivered via the e-Learning platform Moodle (please see the *User's Guide* for instructions on working with this platform). This pedagogical tool will help the participant meet the course learning objectives through a self-paced study routine supported by multimedia, optional and required readings, discussion forums, assessment quizzes, and a wealth of further information. Adapted specifically to full-time professionals, participants will learn by: absorbing (reading), doing (activities), interacting (socializing), and reflecting (relating to personal experience).

**Materials will be posted online on a weekly basis** (see Complete Course Schedule in the Study Planning section for more details). Your course is divided into four modules.

These modules will contain the following structural elements:

- Content
- Exercises
- Learning Objectives
- Lesson Material (text, video, and documents)
- Assessment
- Discussion Board

## Grading Policy and Course Completion

---

Students are eligible to receive a course certificate upon successful completion of the course. In order to meet these requirements participants must have:

- **an 80% passing grade on EACH of the Module assessments** (8 out of 10 questions answered correctly); you may take each assessment up to **3 times** (questions are randomized from a larger pool of questions and therefore will change with each assessment attempt);
- participated in the Discussion Board forums; your posts will be evaluated according to both **quantity and quality** (e.g., content relevance and contribution to overall discussion).

**Before moving on to the next module**, you should: **(a)** read all the core module texts, **(b)** take the module-based assessments, and **(c)** participate in the weekly Discussion Board forums. You are encouraged to consult the optional external links to enhance your knowledge of the lesson's topic (e.g., links to websites and additional documents).

*All assessments, once made available, will remain accessible until the end of the course and can be taken anytime during the duration of the course. However, it is strongly recommended to take assessments before moving on to the next module.*

UNITAR's e-Learning Committee will make the final decision regarding certificates in consultation with the moderator(s). UNITAR reserves the right to award certificates only to those considered "eligible" participants. We urge you to take clear note of the above requirements. If you need any clarification, please do not hesitate to contact the Multilateral Diplomacy Programme Team.



## Study Planning

---

The following study grid indicates which course activities are mandatory.

Activity	Mandatory
Interactive Course and online lecture	Yes
External Links and Readings	No, but recommended
Cybrary <sup>†</sup>	No
Module Assessments	Yes
Discussion Forums	Yes
Course Evaluation	Yes

What is distinct about this learning experience is that it is delivered exclusively **online**. Online training, by its very nature, entails delivery of educational content over the internet. As you will proceed through this course, training material will be made available to you through UNITAR's e-Learning portal. This course will also provide links to further web-based resources such as reference material and documents.

The UNITAR team is available to provide guidance and user information to help you participate and **contribute actively** to the discussion forums, which are an important requirement for completing this course. You will also have access to a course moderator (or instructor) who will animate the discussion board as well as answer substantive and course related questions (either using the Discussion Board or via traditional e-mail). There will thus be no face-to-face interaction. All interaction will take place through the internet using UNITAR's e-Learning portal!

The **advantages** of online training are many. You will be able to:

- schedule and pace your learning according to your specific needs;
- make use of additional resources using the internet;
- work either at your office or from home; all you require is a computer with an internet connection;
- connect with your fellow participants and instructors through the learning portal.

---

<sup>†</sup>The Cybrary contains important course information; please see the next section on the course's Learning Content.

The lack of face-to-face interaction will require more discipline and pro-active planning on your end in order to successfully meet the course learning objectives. In this regard, it is different and distinct from a traditional face-to-face training course.

The following **Complete Course Schedule** indicates when course material will be posted online and taken offline. Note that following the fourth week, material will remain available online for the wrap-up session in which participants can take the Course Evaluation, as well as finish all assessments until the specified date.

Week	Monday	Tuesday	Wednesday	Thursday	Friday
29 April 2019	First Day of Course Module 1 online	Discussion Board (DB)1 online Assessment Module 1			Module 2 online
6 May 2019	DB 1 Response	DB 2 online Assessment Module 2			Module 3 online
13 May 2019	DB 2 Response	DB 3 online Assessment Module 3			Simulation Exercise Part I – Lesson 1
20 May 2019	DB 3 Response		Simulation exercise Part II		
27 May 2019	Assessments Closed Assessment Answers Online		Discussion Board closed Evaluations closed		Course closed

Although this online course is asynchronous – meaning that the interaction between you and the trainers or fellow participants will take place intermittently

with a time delay – it will be important to establish a course study routine that best adapts to your work schedule, family commitments, internet connection speed, etc. This will allow you to complete your assignments and tasks in time (on a weekly basis) and thus maintain a similar pace as other course participants.

*Please note that the MDP e-Learning Team will send a reminder if your module-based assessments have not been completed.*

## Learning Content

---

The complete set of course materials **will NOT be available all at once on the UNITAR portal. Material will be posted on a weekly basis.** Learning materials are organized as follows:

### 1. Interactive Lesson

The interactive lessons are the core mandatory learning activity. The various modules and lessons contain links to external documents and websites, videos, questions and suggested responses, as well as basic text. The lessons are relevant to a wide demographic of participants, both those with a basic knowledge of the topic as well as those with an advanced understanding who wish to focus on the more specialized points of the course. A live and interactive online lecture will be part of module 1. For those participants unable to attend the live lecture, the recording of the lecture and discussion will be posted online.

### 2. Resources

The Resource section contains both optional and mandatory reading to enhance your understanding of a lesson's subject matter:

- a) The **Cybrary (Cyber Library)** contains many additional resources, including:
- Printable PDF versions of each module (with the Documents to Download cited in each module)
  - Optional Readings
  - Assessment Answers (posted at the end of the course)

**b) Transcripts of Videos** can be accessed by clicking on “Video Transcripts”

### 3. Key to Icons



#### **Quote or Example**

This icon is used to draw your attention to quotes related to the course material, or language commonly used by those working in the protocol community. Such expressions are inserted in the module text to provide you with third-party examples to more dynamically illustrate course material, and/or to share of what one might typically say in a given context.



#### **Warning: mistakes to avoid, particular point of interest, etc.**

This icon is used to draw your attention to warnings, hazards or errors that are made by delegates and presiding officers. This icon is also used to signify exceptions to the general rule. While conferences share many commonalities, they also vary, so that there are exceptions to our generalizations.



#### **Video clip or webcast**

**A link to a video applicable to the module.**



#### **Question / Interactive Exercise**

This icon is used to draw your attention to a question or interactive exercise that the trainers have inserted for you to check your understanding as you read through the text. Questions do NOT form part of the end of the module assessment, but we encourage you to take a few minutes and respond to each of the questions. You may also wish to discuss your answers or compare them with the course’s other participants or trainers on the discussion board forum.



**Document to download / Website link** This icon is used to draw your attention to documents available to download, as well as internet links to websites related to the course material.



## Course Moderators

---

### Mr. David Koschel

E-mail: [david.koschel@denkmodell.de](mailto:david.koschel@denkmodell.de)

Office Location: Berlin/Warsaw

Office hours: I read and respond to my email and to the Discussion Board regularly throughout the week.



**Mr. David Koschel** is a trainer, lecturer and capacity development expert. As Acting Head of Office of the UN Institute for Training and Research (UNITAR), and as Training Fellow, he was in charge of diplomatic training courses at UN Headquarters and has designed and facilitated workshops for hundreds of diplomats from all over the world on multilateral affairs and negotiations. Besides his professional focus as consultant and trainer with a Berlin-based consultancy, advising public and private sector clients in international projects, he lectures courses in conflict resolution and international negotiation at Collegium Civitas, Warsaw, and the National School for Public Administration, Poland. David Koschel holds an MA in International Relations (Berlin) and an M.Phil in International Peace Studies (Dublin). Mr. Koschel is tutor lead coordinator of the course.

### Dr. Nicholas Coburn-Palo

E-mail: [nickcoburnpalo@yahoo.com](mailto:nickcoburnpalo@yahoo.com)

Office Location: Taipei, Taiwan

Office Hours: I read and respond to my e-mail and to the Discussion Board regularly throughout the week.



**Dr. Nicholas Coburn-Palo** is a Teacher and Trainer with expertise in negotiation practices, argumentation and debate, and cross-cultural communication theory. He recently retired as a Program Dean for International Security Studies at Yale University, where he was responsible for administering the Ivy Scholars Program and assisted with projects for the Grand Strategy Program. He has taught hundreds of students at numerous UNITAR workshops during the past five years on subjects including multilateral negotiation strategies and public speaking for diplomats. In 2011 he worked with the incoming South African Security Council staff on argumentative writing and speech writing practices. In 2012 he worked with the negotiating teams of African Union nations in preparation for the Rio+20 Summit. He has previously lived in the Republic of Korea, where he trained diplomats who were preparing for trade missions to the United States and Great Britain. Dr. Coburn-Palo has earned an



MA and Ph. D. in Political Science from Brown University, with substantial coursework also undertaken at the School of Industrial and Labor Relations at Cornell University.

## **Technical Support**

---

For any technical issues or coordination matters, please contact the Multilateral Diplomacy Programme Unit e-Learning Team (MDPU e-Learning Team) either by sending a message through the UNITAR Virtual Learning Environment, by email to [mdp-elearning@unitar.org](mailto:mdp-elearning@unitar.org) or by phone. The MDP Section is based in Geneva, Switzerland. Online support hours are GMT 8 am to 5 pm and emails will be answered within 24 hours.

### **MDP Team**

E-mail: [mdp-elearning@unitar.org](mailto:mdp-elearning@unitar.org)

Phone: +41 22 917 87 16

Office Location: Geneva, Switzerland

Office hours: 8am to 5pm GMT