



CM/IB 349 NEGOTIATION AND CONFLICT MANAGEMENT TECHNIQUES

IES Abroad Barcelona

DESCRIPTION: This course is designed to provide students with the skills to negotiate life, providing them with approaches to create a sustainable, equitable, and fair world, based on the resolution of conflict. Negotiation is a socially interactive process of joint decision-making, and the premise of this course is to help students become resilient by leveraging techniques to manage conflict as a natural process. The course takes negotiation and conflict management theories and uses them to resolve problems across myriad domains related to workplace diversity, environmental solutions to sustainability, resource allocation between countries, diplomacy, and commercial disputes. We will also consider the role of mediation in helping others find creative solutions to disputes, whatever their nature. In a practical sense, we will look at a rainbow of scenarios from haggle-type negotiations on price all the way to complex multi-stakeholder negotiations dealing with community and environmental issues, international takeovers, and negotiating climate change.

CREDITS: 3

CONTACT HOURS: 45

LANGUAGE OF INSTRUCTION: English

PREREQUISITES: This course is aimed at second year students or above majoring in Sociology, Anthropology, Psychology, Communications or Business.

ADDITIONAL COST: None

METHOD OF PRESENTATION:

- Lectures
- Class discussions
- Videos
- Group exercises & role plays

REQUIRED WORK AND FORM OF ASSESSMENT:

- Course participation - 10%
- Weekly Learning Journal - 25%
- Midterm -20%
- Class Presentation – 20%
- Final Practical Exam - 25%
 - Negotiation Practical (10%)
 - Negotiation Practical Self-Assessment (15%)

Course Participation

The goal of including a participation component is to facilitate students learning from each other and to give them the opportunity to practice and develop listening, speaking, and persuasive skills. A set of simple guidelines will be introduced at the start of Session 1. These guidelines will be discussed in detail so that students have a clear understanding of what is expected of them. Below is an outline of these guidelines:

- Outstanding Participant: Contributions in class reflect exceptional preparation. Ideas are consistently substantive and insightful, and persuasively presented. Absence would significantly diminish the quality of class discussion.
- Good Participant: Contributions in class reflect thorough preparation. Ideas offered are usually substantive and insightful, and often persuasively presented. Absence would diminish the quality of class discussion.

- **Adequate Participant:** Contributions in class reflect satisfactory preparation. Ideas are sometimes substantive and insightful but seldom offer a new direction for the discussion. Absence would diminish the quality of class discussion.
- **Non-Participant:** Little or no contribution in class. Subsequently, there is a limited basis for evaluation. Absence would not affect the quality of class discussion.
- **Unsatisfactory Participant:** Contributions in class reflect inadequate preparation. Ideas offered are seldom substantive, provide little insight, and are rarely constructive. Participant detracts from the quality of class discussion.

Mid Term

Case studies with short answer responses, short theory questions, and mini essays.

Weekly Learning Journal

This continuous assessment component will take the form of a chronological learning journal, containing ten written reflections pertinent to the aspects of the course addressed during each session. Students will document their deepening understanding of the content and consider what they have learned from the various role plays, case studies, and group work.

The various roleplays (which are outlined under assignments in the content section) provide the students with an opportunity to put the recently explained theory into context and these experiences will form the bulk of the weekly journals. This experiential learning journey is now recorded and charts the students' progress as they learn the art of negotiation. The content of the journals will therefore follow the topics and case studies being studied each week. The journal entries will be submitted weekly by the students via Moodle (weeks 2 through 11 inclusive, 400 words per week). The students will receive detailed feedback on these journal entries, along with a grade, with grades assigned every other week after submission. The average of the 5 grades will give the grade for this part of the course.

Class Presentation

Students will each be assigned a topic on which they will have to present to the class throughout the course, which will tie in with the session being studied on a specific topic. Ideally, the students will present in groups, which will be number-dependent. Groups will be allocated topics with two weeks' notice so each group has the same time frame to prepare. The presentation will be accompanied by a PowerPoint slide show and the slides will have to be submitted before the class in which the students are presenting. Strong communication skills are fundamental to successful negotiation, and this is the overarching purpose of the presentations. The presentations will be graded based on slide content, presentation content, presentation delivery, and creativity (see rubric on the Moodle page for the course).

Final Practical Exam

The final practical exam will see the culmination of all that the students have learned from a content and practical perspective. Students will follow a preparation guideline taught prior to the practical exam.

- **Negotiation Practical**
Students will engage in three supervised one-on-one negotiations. The negotiations will have a scoring system and all students must complete the negotiations in the allotted time and sign off on their respective scores. The case study in question will draw on skills demonstrated throughout the course by using key techniques for integrative negotiation and allow them to assess their skills on both the integrative and distributive dimensions. There will be a short-written component of this part of the examination. There will be three negotiations carried out and the best two results will be added towards the grade on this component (average of the two best results via a normalized scoring system). All students must be present during the allocated sessions.
- **Negotiation Practical Self-Assessment**
Students will then be asked to submit a self-assessment piece of 1,000 words on how they believe they performed in the negotiation, what they were pleased with and what they would have liked to have done better, and ultimately what they learned from the specific experiences considering the theory studied. They will be encouraged to demonstrate how their learning led them to make certain decisions during the negotiation and how they intend to carry these lessons into future



negotiations. Students can consult the rubrics for this component on Moodle and delivery will be 3 days after the final session of the course.

LEARNING OUTCOMES:

By the end of the course students will be able to:

- Apply different negotiation strategies and approaches to manage conflicts and resolve disputes effectively.
- Analyze power dynamics in negotiation and employ strategies to address power imbalances.
- Demonstrate the value of integrating both parties' needs through negotiations and develop win-win solutions through integrative negotiation techniques to find fair and equitable outcomes.
- Navigate multi-party negotiations, including managing coalitions and alliances, and addressing multiple interests and stakeholders.
- Select and apply appropriate conflict resolution approaches, such as mediation and facilitation techniques, based on the nature of the conflict.
- Understand the legal and ethical considerations involved in dispute resolution processes.
- Navigate cross-cultural conflicts and those based on diversity and inclusion and employ sensitive approaches to conflict resolution.

ATTENDANCE POLICY:

As a member of our class community, you are expected to be present and on time every day. Attending class has an impact on your learning and academic success. For this reason, attendance is required for all IES Abroad Barcelona classes, including course-related trips. If a student misses more than three classes in any course without justification, three percentage points will be deducted from the final grade for every additional absence. Seven unjustified absences in any course will result in a failing grade. Absences will only be justified, and assessed work, including exams, tests and presentations rescheduled, in cases of documented medical or family emergencies.

CONTENT:

Session	Content	Assignments
Session 1	Introduction Overview of the Course: Understanding the Nature of Conflict; Differentiating between Negotiation, Conflict Management, and Dispute Resolution	
Session 2	Setting the Stage Tough nuts and bullies: how to deal with them in negotiations. Tactics and defense mechanisms. We watch the video "Never Split the Difference"	• Real Estate Role Play • Thompson, L. L., <u>The Mind and Heart of the Negotiator</u>, pp. 13-40 (27 pages). • Shonk, K. "How to find the ZOPA" https://www.pon.harvard.edu/daily/business-negotiations/how-to-find-the-zopa-in-business-negotiations/ • Never Split the Difference - Mastering the Art of Negotiation Chris

		https://www.youtube.com/watch?v=89iQAAxBBaQ
Session 3	Fundamentals of Distributive Bargaining BATNA (Best Alternative to a Negotiated Agreement), ZOPA, Walk Away Points & when you should never make a deal.	- Galinsky, A. and Schweitzer, M. "The When To Make The First Offer In A Negotiation" https://www.fastcompany.com/3054022/when-to-make-the-first-offer-in-a-negotiation-according-to-science - Thompson, L. L. <u>The Mind and Heart of the Negotiator</u>, pp. 40-55 (15 pages). - Bradgate Houses Role Play
Session 4	Legalities and Ethics in Negotiation How to Deal with Liars in Negotiations. Maintaining the relationship with a Positive "No". Ethical Issues in Negotiation. Ethical Decision-Making Frameworks. Professional Conduct and Integrity. Handling Ethical Dilemmas in Negotiation.	- Exit Interview Role Play - Shell, R. "When is it legal to lie in Negotiations?". Sloan Management, 1991. (spring 1991): 93–101 (8 pages) - Thompson, L. L. <u>The Mind and Heart of the Negotiator</u>, pp. 55-68 (13 pages).
Session 5	Power and Influence in Negotiation Understanding Power Dynamics in Negotiation. Sources of Power and their Application. Strategies for Building and Exerting Influence. Addressing Power Imbalances in Negotiation.	- Malhotra, D. & Bazerman, M. "Psychological Influence in Negotiation: An Introduction Long Overdue," in <u>Journal of Management</u>, Vol. 34 No. 3, June 2008, pp. 509-531 (22 pages). - Save the World Influence Role Play - Thompson, L. L. <u>The Mind and Heart of the Negotiator</u>, pp. 151-173 (22 pages).
Session 6	Game Theory and Management Strategies Importance of Communication in Negotiation. Active Listening and Empathetic Communication. Verbal and Nonverbal Communication Skills. Overcoming Barriers to Effective Communication.	- Show Me the Money Role Play - Thompson, L. L. <u>The Mind and Heart of the Negotiator</u>, pp. 277-285 (8 pages). - Goman, C. K. <u>The Silent Language of Leaders: How Body Language Can Help—or Hurt—How You Lead</u>. Chapter 2. Wiley. pp. 43 -55 (12 pages)

Session 7	Integrative Bargaining 7 elements planning process & toolkit. Collaborative Negotiation Approaches. Identifying and Expanding the Negotiation Pie.	- Sebenius, J. K. "Six Habits of Merely Effective Negotiators". https://hbr.org/2001/04/six-habits-of-merely-effective-negotiators. Harvard Business Review 79(4):87-95, May 2001. (8 pages) - Publisher-Author Role Play - Thompson, L. L. <u>The Mind and Heart of the Negotiator</u>, pp. 69-90 (21 pages).
Session 8	Gender and Negotiation Salary Negotiations and How Women Can Get what they want. Techniques for Interest-Based Negotiation. Developing Win-Win Solutions – Stereotyping and other biases in negotiations.	- Riley Bowles, H. "Why Women Don't Negotiate Their Job Offers" https://hbr.org/2014/06/why-women-dont-negotiate-their-job-offers - Malhotra, D. "15 Rules for Negotiating a Job Offer" https://hbr.org/2014/04/15-rules-for-negotiating-a-job-offer - Salary Negotiation Role Play
Session 9	Complex International Team Negotiations between a Japanese and American Company TV producer Principled Negotiation Approach and Team dynamics in cross-cultural negotiations with special emphasis on the Culture Map by Erin Meyer	Thompson, L. L., <u>The Mind and Heart of the Negotiator</u>, pp. 242-275 (33 pages).
Session 10	Complex International Negotiation between a European and American Training Company 7 Element Principled Planning Process, scoresheet development for measuring the value of the contract to achieve a Pareto Efficient Deal. Hofstede's model is used to profile negotiators prior to the role play to improve communication.	Meyer, E. "Getting to Si, Ja, Oui, Hai, and Da How to negotiate across cultures" https://hbr.org/2015/12/getting-to-si-ja-oui-hai-and-da
Session 11	CASE - Brexit Negotiation Study Case Study profiling the European and British negotiators' approach to the UK's exit from EU membership and wider European context negotiations amongst member states. Review for Midterm	- Fisher, P. "Lessons from Brexit on How (Not) to Negotiate" https://hbr.org/2020/12/lessons-from-brexit-on-how-not-to-negotiate - Panke, D. "Small states EU negotiations: Political dwarfs or power-brokers?," in

		<u>Cooperation and conflict</u> , Vol.46 (2) (2011), p.123-143 (20 pages).
Session 12	Midterm	
Session 13	CASE - Negotiating Climate Change Case Study Case Study: Christiana Figueres and the Collaborative Approach to Negotiating Climate Action	Matsuura, M. "Disasters as Enablers of Negotiation for Sustainability Transition: A Case from Odaka, Fukushima," in <i>Sustainability</i> 2022, 14(5), 3101. "https://www.mdpi.com/2071-1050/14/5/3101
Session 14	CASE - Negotiating an inclusive, engaging workplace. The case of Fuyao Glass Industry Group Co., Ltd Students must engage in a decision-making process that requires a negotiated outcome to create an inclusive and engaging workplace. Negotiating in Group Decision-Making Processes and biases in such processes.	- Watch award-winning documentary <i>American Factory</i> https://www.imdb.com/title/tt9351980/ - Shore, L. M.; Cleveland, J. N.; Sanchez, D. Inclusive workplaces: A review and model," in <i>Human Resource Management Review</i>, Vol.28 (2) (2018), pp. 176-189 (13 pages). - Graham, J. L. & Lam, N. M. "The Chinese Negotiation" https://hbr.org/2003/10/the-chinese-negotiation
Session 15	Grassroots Political Negotiation – Power dynamics, Lobbying and Strategic Interests Approach Students must act as activists who want to convince the mayor and the council members to support the creation of a park by dismantling a fly-over.	- Thompson, L. L. <i>The Mind and Heart of the Negotiator</i>, pp. 123-149 (26 pages). - Shell, R. G. & Moussa, M. <i>The Art of Woo: Using Strategic Persuasion to Sell Your Ideas</i>. Chapter 6. pp. 93-101 (8 pages)

Session 16	Multi-Party Negotiations Theory of Coalitions and Alliances in Negotiation. Pure Coalition Game and mathematically approached Shapely value to Fair assignment of resources.	- Hannix, E. "Three Keys to Navigating Multiparty Negotiations" http://faculty.cbpp.uaa.alaska.edu/afgjp/PAD/M640%202010/Three Keys to Navigating Multiparty Negotiations.pdf - Thompson, L. L. <u>The Mind and Heart of the Negotiator</u>, pp. 206-249 (43 pages).
Session 17	Toolkit for Managing Multiple Interests and Stakeholder Mapping techniques – For La Louvre’s Secret da Vinci Negotiations and also Takeovers Students negotiate a complex international takeover by an American investment fund of a state business with implications for unions, shareholders, senior management, and government officials. We also analyze a negotiation between museums to mount a Leonardo de Vinci Show. We watch the Art of Negotiation in class.	- Crump, L. "Analysing Complex Negotiations," in <u>Negotiation Journal</u>, Volume 31, Issue 2 April 2015, pp. 85-170 (85 pages). - Kelly, C. "Inside the Louvre’s Secret Negotiations to Mount the Biggest Leonardo da Vinci Show Ever" https://www.pon.harvard.edu/daily/business-negotiations/successes-messes-masterful-negotiations-at-the-louvre-nb/?utm_source=WhatCountsEmail&utm_medium=daily&utm_date=2023-06-13-06-30-00&mqsc=E4152792 - The Art of Negotiation - https://www.youtube.com/watch?v=sajCKwxXG_g
Session 18	Large Project Negotiation and Voting Systems Students tackle a 6-party negotiation based on a case of the construction of a deep-sea port with other stakeholders. We will discuss voting systems and other options for deal-making.	Lee, J. I. "Wielding power in multiparty negotiations: the impact of communication medium and assertiveness," in <u>International Journal of Conflict Management</u>, Vol. 33 No. 1, 2022.
Session 19	Mediation toolkits and other Third-Party Dispute Resolution Topics in Race Issues at Work Emotional Intelligence in Conflict Management. Managing Emotions in Negotiation, Empathy and Building Rapport, Emotional Regulation and Resilience. Students facilitate an agreement between a line manager and a disgruntled employee who believes they have been overlooked for promotion because of their race and background.	- Harvard Law School PON newsletter https://www.pon.harvard.edu/daily/crisis-negotiations/crisis-negotiations-and-negotiation-skills-insights-from-the-new-york-city-police-department-hostage-negotiations-team/ - Elangovan, A. R. "Managerial Third-Party Dispute Intervention: A Prescriptive Model of Strategy Selection," in <u>The Academy of Management Review</u>, Oct., 1995, Vol. 20, No. 4 (Oct., 1995), pp.

		800-830 (30 pages).
Session 20	Alternative Dispute Resolution (ADR) Methods for resolving disputes in the workplace – 4 Managers are Negotiating Company Policy and Values in a Potential Harassment Case Negotiating within Organizational Structures. Managing Conflict between Teams and Departments.	• Exam review and questions • Student Presentations
Session 21	Deal-making & negotiation and auction techniques When should we negotiate and when should we auction an asset or contract? The class has students design a process for auctioning and/or negotiating the sale of a company.	• Subramanian, G. "Negotiation? Auction? A Deal Maker's Guide," in Harvard Business Review. https://hbr.org/2009/12/negotiation-auction-a-deal-makers-guide • Thompson, L. L. <u>The Mind and Heart of the Negotiator</u>, pp. 175-204 (29 pages) • Student Presentations
Session 22	Negotiation Practical Students will engage in a negotiation against others in the group over two classes to find the negotiation genius of the class.	
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	Negotiation Practical – Self Assessment	

COURSE-RELATED TRIPS: None

REQUIRED READINGS:

- Crump, L. "Analysing Complex Negotiations," in *Negotiation Journal*, Volume 31, Issue 2 April 2015, pp. 85-170 (85 pages).
- Elangovan, A. R. "Managerial Third-Party Dispute Intervention: A Prescriptive Model of Strategy Selection," in *The Academy of Management Review*, Vol. 20, No. 4, 1995, pp. 800-830 (30 pages).
- Galinsky, A. and Schweitzer, M. "The When to Make The First Offer In A Negotiation" <https://www.fastcompany.com/3054022/when-to-make-the-first-offer-in-a-negotiation-according-to-science>
- Goman, C. K. *The Silent Language of Leaders: How Body Language Can Help—or Hurt—How You Lead*. Chapter 2. Wiley. pp. 43 -55 (12 pages)
- Hannix, E. "Three Keys to Navigating Multiparty Negotiations." Harvard Law School PON newsletter <https://www.pon.harvard.edu/daily/crisis-negotiations/crisis-negotiations-and-negotiation-skills-insights-from-the-new-york-city-police-department-hostage-negotiations-team/>
[http://faculty.cbpp.uaa.alaska.edu/afgjp/PADM640%202010/Three Keys to Navigating Multiparty Negotiations.pdf](http://faculty.cbpp.uaa.alaska.edu/afgjp/PADM640%202010/Three%20Keys%20to%20Navigating%20Multiparty%20Negotiations.pdf), 2006.
- Kelly, C. "Inside the Louvre's Secret Negotiations to Mount the Biggest Leonardo da Vinci Show Ever" https://www.pon.harvard.edu/daily/business-negotiations/successes-messes-masterful-negotiations-at-the-louvre-nb/?utm_source=WhatCountsEmail&utm_medium=daily&utm_date=2023-06-13-06-30-00&mqsc=E4152792
- Lee, J. I. "Wielding power in multiparty negotiations: the impact of communication medium and assertiveness," in *International Journal of Conflict Management*, Vol. 33 No. 1, 2022.
- Malhotra, D. "15 Rules for Negotiating a Job Offer" <https://hbr.org/2014/04/15-rules-for-negotiating-a-job-offer>
- Malhotra, D. & Bazerman, M. "Psychological Influence in Negotiation: An Introduction Long Overdue," in *Journal of Management*, Vol. 34 No. 3, June 2008, pp. 509-531 (22 pages).
- Riley Bowles, H. "Why Women Don't Negotiate Their Job Offers" <https://hbr.org/2014/06/why-women-dont-negotiate-their-job-offers>, 2014.
- Sebenius, J. K. "Six Habits of Merely Effective Negotiators". <https://hbr.org/2001/04/six-habits-of-merely-effective-negotiators>. *Harvard Business Review* vol. 79 No 4, 2001,87-95,. (8 pages)
- Shell, R. "When is it legal to lie in Negotiations?". *Sloan Management*, 1991, 93–101 (8 pages)
- Shonk, K. "How to find the ZOPA" <https://www.pon.harvard.edu/daily/business-negotiations/how-to-find-the-zopa-in-business-negotiations/>
- Subramanian, G. "Negotiation? Auction? A Deal Maker's Guide," in *Harvard Business Review*, 2009 <https://hbr.org/2009/12/negotiation-auction-a-deal-makers-guide>
- The Art of Negotiation - <https://www.youtube.com/watch?v=sajCKwxXG>
- Thompson, L. L. *The mind and heart of the negotiator*. Upper Saddle River, NJ: Pearson/Prentice Hall, 2005.
 - Thompson, L. L. *The Mind and Heart of the Negotiator*, pp. 13-40 (27 pages).
 - Thompson, L. L. *The Mind and Heart of the Negotiator*, pp. 151-173 (22 pages).
 - Thompson, L. L. *The Mind and Heart of the Negotiator*, pp. 175-204 (29 pages)
 - Thompson, L. L. *The Mind and Heart of the Negotiator*, pp. 206-249 (43 pages)
 - Thompson, L. L. *The Mind and Heart of the Negotiator*, pp. 277-285 (8 pages).
 - Thompson, L. L. *The Mind and Heart of the Negotiator*, pp. 40-55 (15 pages).
 - Thompson, L. L. *The Mind and Heart of the Negotiator*, pp. 55-68 (13 pages).
 - Thompson, L. L. *The Mind and Heart of the Negotiator*, pp. 69-90 (21 pages).Thompson, L. L., *The Mind and Heart of the Negotiator*, pp. 242-275 (33 pages).

REQUIRED VIDEO & AUDIO:

- Never Split the Difference - Mastering the Art of Negotiation | Chris Voss <https://www.youtube.com/watch?v=89iQAxBBaQ>
- The Art of Negotiation - https://www.youtube.com/watch?v=sajCKwxXG_g

RECOMMENDED READINGS:

- Bazerman, M. H., & Neale, M. A. Negotiating rationally. New York, NY: Free Press Maxwell Macmillan, 1992.
- Diamond, S. Getting more: How to negotiate to achieve your goals in the real world. New York, NY: Crown Business, 2010.
- Ekman, P. Telling lies: Clues to deceit in the marketplace, politics, and marriage. New York, NY: W.W. Norton, 2001.
- Fisher, R., & Shapiro, D. Beyond reason: Using emotions as you negotiate. New York, NY: Viking, 2005.
- Fisher, R., & Shapiro, D. Building agreement: Using emotions as you negotiate. London, England: Random House Business, 2007.
- Fisher, R., & Ertel, D. Getting ready to negotiate: The Getting to yes workbook. New York, NY: Penguin Books, 1995.
- Fisher, R., Ury, W., & Patton, B. Getting to yes: Negotiating an agreement without giving in. London, England: Random House Business Books, 1999.
- Kennedy, G. Everything is negotiable! How to get the best deal every time. London, England: Arrow Books, 1997.
- Kriesberg, L., & Dayton, B. W. Constructive conflicts: From escalation to resolution. Lanham, MD: Rowman & Littlefield, 2012.
- Lax, D. A., & Sebenius, J. K. 3-D negotiation: Powerful tools to change the game in your most important deals. Boston, MA: Harvard Business School Press, 2006.
- Lewicki, R. J. Negotiation. Boston, MA: McGraw-Hill/Irwin, 2003.
- Lewicki, R. J. Negotiation: Readings, Exercises, and Cases. Boston, MA: McGraw-Hill/Irwin, 2003.
- Malhotra, D., & Bazerman, M. H. Negotiation genius: How to overcome obstacles and achieve brilliant results at the bargaining table and beyond. New York, NY: Bantam Dell, 2008.
- Meadow, C. Dispute resolution: Beyond the adversarial model. New York, NY: Aspen Publishers, 2005.
- Mnookin, R. H. Bargaining with the devil: When to negotiate, when to fight. New York, NY: Simon & Schuster, 2010.
- Mnookin, R. H., Peppet, S. R., & Tulumello, A. S. Beyond Winning: Negotiating to Create Value in Deals and Disputes. Cambridge, MA: The Belknap Press of Harvard University Press, 2000.
- Moffitt, M. L., & Bordone, R. C. The handbook of dispute resolution. San Francisco, CA: Jossey-Bass, 2005.
- Subramanian, G. Negotiauctions: New dealmaking strategies for a competitive marketplace. New York: W W NORTON & CO, 2010
- Raiffa, H. Lectures on negotiation analysis. Cambridge, MA: PON Books, 1996.
- Raiffa, H. The art and science of negotiation. Cambridge, MA: Harvard University Press, 1982
- Raiffa, H., Richardson, J., & Metcalfe, D. Negotiation Analysis: The Science and Art of Collaborative Decision Making. Cambridge, MA: Belknap, 2007.
- Shell, G. R. Bargaining for advantage: Negotiation strategies for reasonable people. New York, NY: Penguin Books, 2000.
- Stone, D., Patton, B., & Heen, S. Difficult conversations: How to discuss what matters most. New York, NY: Penguin Books, 2000.
- Subramanian, G. Negotiauctions: New dealmaking strategies for a competitive marketplace. New York, NY: W.W. Norton & Co., 2010.
- Thompson, L. L. The mind and heart of the negotiator. Upper Saddle River, NJ: Pearson/Prentice Hall, 2005.
- Ury, W. Getting past no: Negotiating with difficult people. London, England: Century Business, 1992.
- Ury, W. The power of a positive No: How to say No and still get to Yes. London, England: Hodder Mobius, 2007.
- Voss, C. Never Split the Difference: Negotiating as If Your Life Depended On It. London, England: Penguin Books, 2017.