



Introduction to International Negotiation and Conflict Management

Semester:	Spring Semester 2026
Root Number:	455763
ECTS:	3
Lecturer:	Prof. Dr. Felix Addor
Dates:	6 March, 13 March, 20 March and 27 March 2026
Time:	09:00–18:00 (incl. one hour lunch break)
Room:	Silva Casa Auditorium, World Trade Institute

Audience:

- Professionals from business, government (administration and embassies), international organisations, and NGOs
- Master of Advanced Studies of International Law and Economics (MILE) Students
- Joint LL.M. / Diploma of Advanced Studies Trade and Investment Law (TRAIL+) Students - World Trade Institute / Faculty of Law, Unibe
- University of Bern Students

Course description

Being an effective negotiator is a critical skill in any profession and life situation. Negotiation provides a structured approach to managing and resolving conflicts of interest in a constructive and sustainable manner.

This intensive four-day course offers a solid introduction to key aspects of conflict management and negotiation. It is designed for individuals seeking to strengthen their negotiation awareness and to manage conflicts of interest more effectively – even under conditions of time pressure, uncertainty, or complexity.

The course is aimed at participants who wish to reflect critically on how to resolve conflicts of interest in a win-win manner; who are motivated to apply newly acquired insights through in-class exercises and in everyday practice; and who are willing to engage actively and consistently throughout all course modules.

The curriculum combines foundational theory with experiential, practice-oriented learning. Core concepts are introduced through preparatory readings and concise conceptual inputs, and subsequently applied in interactive role plays, mock negotiations, case discussions, and self-

assessment exercises. This approach ensures that participants not only understand key negotiation frameworks, but are also able to translate them directly into practice.

Active and sustained participation in all modules, exercises, and group discussions is essential to fully benefit from the learning experience.

“The experience of this negotiation course was a priceless journey in my life and remains one of the most vivid and valuable academic memories, interesting, insightful and rewarding.” (Cheng Cai, course participant, WTI 2023)

“To say that this course has changed my perspective on negotiation and my career aspirations would be an understatement. Despite six years of experience in corporate commercial law and negotiation, this course completely flipped my understanding of the core elements, goals and objectives of negotiation, and has inspired me to pursue international trade law as a career path.” (Kellen Maganjo, course participant, WTI 2024).

Learning objectives

This course aims to develop participants' negotiation competence through an intensive, practice-oriented learning experience. It is based on the premise that effective negotiation is not an innate talent, but a skill that can be acquired and continuously improved through deliberate practice and critical self-reflection.

The course seeks to deepen participants' understanding of how negotiations function and which structural, strategic, and interpersonal factors drive successful outcomes. It emphasizes the ability to prepare for, structure, and conduct negotiations effectively in bilateral, team-based, and multilateral settings.

Designed for participants operating in complex and demanding negotiation environments, the course encourages critical reflection on individual negotiation behavior. It introduces essential concepts, analytical tools, and practical techniques for managing conflicting interests, navigating uncertainty, and achieving constructive and sustainable results.

A further objective of the course is to expose participants to negotiation under pressure and outside their comfort zones, thereby strengthening self-awareness, adaptability, and professional confidence as negotiators.

Learning outcomes

The course emphasizes experiential learning, transformational personal development, and continuous improvement, supporting long-term growth in negotiation and conflict management.

Upon successful completion of the course, participants will be able to:

- prepare, structure, and conduct negotiations effectively in bilateral and plurilateral contexts;
- apply core negotiation concepts and strategies to analyze complex negotiation situations and identify integrative solutions;

- manage emotions, both their own and those of others, and to use emotional dynamics constructively within the negotiation process;
- critically assess negotiation processes and outcomes, reflect on their own negotiation behavior, and use feedback to support continuous personal and professional development; and to
- transfer negotiation skills and insights to real-world professional and personal settings with increased confidence and strategic awareness.

Lecturer

Prof. Dr. Felix Addor has been a [member of the external faculty of the World Trade Institute](#) since its establishment (1999). He is a highly experienced international negotiator with the Swiss administration and [Deputy Director General of the Swiss Federal Institute of Intellectual Property](#) (Swiss Ministry of Justice and Police), the federal agency responsible for all intellectual property matters in Switzerland. He brings both academic depth and real-world insight to the classroom.

As the Institute's General Counsel and Director of the Legal and International Affairs Department, he has been responsible for all legal and policy matters regarding all fields of intellectual property (IP) at the national and international levels. With more than thirty years of negotiation experience, he has, among other responsibilities, led and supervised Swiss negotiating delegations in relevant international fora such as the World Trade Organization and the World Intellectual Property Organization, as well as in bilateral and plurilateral negotiations.

Since 2008, Prof. Addor has also served as a Titular Professor at the Faculty of Law, University of Bern. He has lectured on intellectual property law, international negotiations, and global governance, and is, among other responsibilities, [in charge of the Model United Nations Seminar](#). In addition, Prof. Addor was a Senior Fellow at the Global Health Centre of the Graduate Institute of International and Development Studies in Geneva from 2013 - 2023. Since 2020, he has also been a [Lecturer in Negotiation and Conflict Management at the Law Faculty of the University of Zurich](#), and he is a [Senior Fellow at the Institute for Global Negotiations](#) at the University of Zurich.

Prof. Addor has [authored numerous articles](#), and is a regular guest lecturer on a broad range of intellectual property and negotiation-related issues. He received his MLaw (*magna cum laude*) and his Dr. iur. (*summa cum laude*, awarded 1997 by the Professor Walther Hug Foundation) from the University of Bern, and has been admitted to the Canton Bern State Bar in 1990.

Grades and assessment

Participants enrolled in the course as part of an Advanced Master's program or a Certificate or Diploma of Advanced Studies are assessed on two components:

First, participants are evaluated on their group-based preparation for the negotiation simulation conducted between course days 3 and 4. This assessment consists of a written paper of six pages (excluding the cover page and appendices) that set out the participant's assigned role, objectives, and preparation for the final negotiation simulation. Individual roles and detailed

assessment requirements are communicated at the end of course day 3, during the formal introduction of the case study. The written paper must be submitted electronically in Word format to masters.wti@unibe.ch and felix.addor@uzh.ch no later than Thursday, 26 March 2026, at 22:00 (CET). **Late submissions result in a grade of 1.0.**

Second, participants' overall oral performance throughout the course, including active participation and the quality of contributions in class discussions and negotiation exercises, is taken into account and may result in an adjustment of the final grade by up to ± 1.0 points.

A note on confidentiality

A learning environment based on openness and trust is essential for the effective conduct of this course. Participants are therefore expected to treat all information obtained during negotiation exercises – including case designs, factual elements, and role-specific instructions – as confidential.

Participants are asked to refrain from discussing course exercises or case materials with persons who are not enrolled in the course. Disclosure of such information may compromise the educational value of the exercises and their use in future course offerings.

By enrolling in the course, participants acknowledge and agree to comply with these confidentiality expectations.

Handling of absences

Full attendance is a mandatory condition of course participation and assessment. Participants are required to organize their schedules so as to attend all four course days in full, from 09:00 to 18:00.

In exceptional cases of illness, absence from one course day only may be permitted, provided that prior written notice and an official Swiss medical certificate are submitted to masters.wti@unibe.ch, and that all missed material is completed independently. In any way, the participant remains fully responsible for submitting the written preparation paper due between course days 3 and 4. Failure to submit this paper by the stated deadline results in a grade of 1.0 (fail) for the course.

Absence from more than one course day, or any unexcused absence, results in a grade of 1.0 (fail) and exclusion from continued course participation.

Compulsory reading (to be completed before the first course day)

Roy J. Lewicki, Bruce Barry, and David M. Saunders, *Essentials of Negotiation*, 8th International Edition (2024), New York: McGraw-Hill, ISBN 978-1-266-91339-6. This book explores major concepts and theories of negotiation psychology, as well as the dynamics of interpersonal and intergroup conflict and their resolution. Participants are encouraged to read the whole book (it's

an interesting, informative book and easy to read); in any case, you must have read at least chapters 1-4 and 10-12 before course day 1.

The book can be ordered from Orell Füssli. Several examples of an earlier edition this book are available at the WTI library, too. Note: It is not a problem if you read an earlier edition.

Important: Additional mandatory readings and homework assignments (including preparation and debriefing materials) will be distributed during the course. In addition, optional readings are available for further study. Please allow enough time during between course sessions for preparation and follow-up work on the course topics.

Optional additional reading material

This is a list of selected optional bibliography for those who wish to delve deeper into negotiation topics:

- Babcock, Linda / Sara Laschever: Women Don't Ask: Negotiation and the Gender Divide, Princeton University Press, 2021.
- Babcock, Linda / Sara Laschever: Ask For It: How Women Can Use the Power of Negotiation to Get What They Really Want, Bantam, 2009.
- Bazerman, Max H. / Margaret A. Neale: Negotiating rationally, Free Press, New York, 1994.
- Brett, Jeanne M.: Negotiating globally how to negotiate deals, resolve disputes, and make decisions across cultural boundaries, Jossey-Bass, San Francisco 2014.
- Cameron A. Maxwell / Brian W. Tomlin: The Making of NAFTA: How the Deal was Done, Cornell University Press, Ithaca 2001.
- Carter, Jimmy: Keeping Faith – Memoirs of a President, Three Rivers Press, New York 1998.
- Covey, Stephen R.: The 7 Habits of Highly Effective People – Powerful Lessons in Personal Change, paperback, Simon + Schuster UK, 30th ed., 2020.
- Fells, Ray: Effective Negotiation - From Research to Results, Cambridge University Press, 4th ed., Port Melbourne 2019.
- Fisher, Roger / Daniel Shapiro: Beyond Reason – Using Emotions as You Negotiate, Penguin Books, New York 2006.
- Fisher, Roger / William L. Ury / Bruce Patton: Getting To Yes – Negotiating Agreement Without Giving In, Penguin Books, updated and revised, New York 2012.
- Grenny, Joseph / Kerry Patterson: Crucial Conversations: Tools for Talking When Stakes are High, McGraw Hill, 3rd ed., 2021.
- Hall, Edward T. / Mildred Reed Hall: Understanding Cultural Differences, Nicholas Brealey Publishing, 2000.
- Lax, David A. / James K. Sebenius: 3-D Negotiation – Powerful Tools to Change the Game in Your Most Important Deals, Harvard Business Review Press, Cambridge MA 2006.

- Menkel-Meadow, Carrie / Michael Wheeler (Eds.): What's fair: Ethics for Negotiator Jossey-Bass, Cambridge MA 2010.
- Mnookin, Robert H. / Scott R. Peppet / Andrew. S. Tulumello: Beyond Winning –Negotiating to Create Value in Deals and Disputes, Belknap Press of Harvard University Press, Cambridge MA etc. 2004.
- Mnookin, Robert H.: Bargaining with the Devil: When to negotiate, when to flight, Simon & Schuster 2011.
- Odell, John S.: Negotiating the World Economy, Cornell University Press, Ithaca etc. 2000.
- Raiffa, Howard: The Art and Science of Negotiation, Harvard University Press, 13th ed., Cambridge, MA etc. 1996.
- Saner, Raymond: The Expert Negotiator, Martinus Nijhoff Publishers, 4th ed., Leiden etc. 2012.
- Starkey, Brigid / Mark A. Boyer / Jonathan Wilkenfeld: International Negotiation in a Complex World – An Introduction to International Negotiation, Rowman & Littlefield Publishers Inc., 4th ed., Lanham etc. 2015.
- Stone, Douglas / Bruce Patton / Sheila Heen: Difficult Conversations – How to Discuss What Matters Most, Penguin Books, Rev. ed., New York 2011.
- Trompenaars, Fons / Hampden-Turner, Charles: Riding the Waves of Culture – Understanding Diversity in Global Business, McGraw-Hill, Rev. 3rd ed., New York etc. 2012.
- Ury, William L.: Getting past no – Negotiating with Difficult People, Bantam Books, New York 1991, paperback ed. 1993.
- Von Senger, Harro: The 36 Stratagems for Business – Achieve Your Objectives Through Hidden and Unconventional Strategies and Tactics, Cyan Communications 2005.
- Zartman, William / Maureen R. Berman: The Practical Negotiator, Yale University Press, New Haven 1983.

Course Overview

	Date	Time	Topic	Preparation
Session 1	March 6, 2026	9:00 – 12:45	Introduction Cooperation v. Competition (incl. case 1) Information re course organization	Roy J. Lewicki, Bruce Barry and David M. Saunders, Essentials of Negotiation, 8 th Int. Edition 2024, chapters 1-4, 10-12
		13:45 – 18:00	Strategy – Tactics Distributive Bargaining (incl. case 2)	<i>id.</i>

			How do conflicts usually arise Forming of working groups	
Session 2	March 13, 2026	9:00 – 13:00	Stereotypes in negotiations and gender differences Integrative Bargaining (incl. case 3)	Additional homework assignments will be distributed in class / sent to you electronically after day 1
		14:00 – 18:00	How do conflicts escalate (incl. group work) How to de-escalate conflicts How do we usually solve conflicts How to effectively prepare your negotiation Stages of a negotiation	
Session 3	March 20, 2026	9:00 – 13:00	Multiparty negotiation under the leadership of a chair (incl. case 4)	Additional homework assignments will be distributed in class / sent to you electronically after day 2
		14:00 – 18:00	Debriefing of case 4 The Harvard Negotiation Concept Introduction to the multiparty negotiation of day 4	
Session 4	March 27, 2026	9:00 – 14:45	Multiparty WTO negotiation (case 5)	Additional homework assignments will be distributed in class / sent to you electronically after day 3 <i>Please dress appropriately for this negotiation and bring your own lunch with you as there will be no lunch break!</i>
		15:00 – 18:00	Debriefing of case 5 Closing the 'gaps' Final discussion	