

NYU Stern School of Business
Advanced Topics in Negotiation -
Corporate Deals, Decisions, and Diplomacy

MGMT-GB.2164.01

9:00 am – 11:50 am

Tuesdays,

October 28 – December 9, 2025

KMC 3-60

Fall 2025

Professor Seth Freeman

sf14@nyu.edu

Welcome to the course!

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 decisions; and
3. handle other serious diplomatic challenges, such as insecure international deals and aggressive counterparts.

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

- an international business deal worth billions
- a multi-party negotiation among entrepreneurs to create a mall
- readying for a crisis supply negotiation using ChatGPT
- a group-on-group international aircraft engine re-negotiation
- war cessation talks
- a complex public dispute between chief negotiators for two bordering nations.

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

August 11, 2025

Specific Course Objectives

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

1. Cultivate proper readiness for high-stress talks with aggressive or intimidating counterparts
2. Resolve serious conflicts within your group, negotiate well for yourself there, and lead it to wise consensus and commitment
3. Negotiate with Godzilla- powerful, intimidating counterparts
4. Work effectively with principals and agents
5. Prepare for and manage complex, high-stakes, multi-issue negotiations, and
6. Manage the intricate diplomacy of conflicts and deals 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 8:00 p.m. any day but Sunday. My phone number is (917) 499-8364. Please do not call to tell me you will miss a class.

E-mail: My address is sfl14@nyu.edu.

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

TA: Our TA is 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:

Basic Readiness. I expect you to be fully prepared each class to discuss assigned readings and simulations, active in our in-class exercises, and thoughtful in your contributions.

What Makes for Excellent Class Participation? Here's what I look for: full attendance, thoughtful comments during class discussion, question asking, full involvement in the simulations, and engagement and good listening in discussions.

Asking Questions. One very good way to participate in class is to ask questions. I particularly encourage you to ask 'dumb' questions. Usually they are the best contributions of all.

Self-Assessment. To help determine your grade for class participation, I'll rely partly on your own assessment using a short form, which I'll ask you to submit in our last class.

The Fear of
Looking
Dumb

Cold Calling. Please expect it.

Sign-In. Please sign in each class as you arrive. (It helps me honor your attendance and give you credit toward Class Participation.)

Punctuality. It matters.

Coming and Going. Try to avoid it during class. Please be respectful and discreet if you must.

A Word About Writing. Good writing counts in business. So 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; the second quiz is optional.

The Two Simulation Memos. I'll tell you how to prepare each of them. In each you'll discuss specific, transferable lessons you've learned from a given simulation and other practical insights for real life.

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. Please don't ask for an exception for other reasons.

What If You Do Miss Class(es)?

Each class meeting is worth roughly 5% of your grade for the course.

- Excused absences 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.
- Please do not ask for an exception for other reasons. While many reasons 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 Already 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 in this section this semester.

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.

The Student Code of Conduct. As in every other class at 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.

Class Norms

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A Commitment to Diversity of Thought and Experience. This course strives to support and cultivate diversity of thought, perspectives, and experiences. The intent is to present materials and activities that will challenge your current perspectives with a goal of understanding how others might see situations differently. To support this approach, this syllabus has been reviewed by NYU Stern's Office for Diversity and Inclusion to ensure inclusivity and a representative pedagogical approach to learning. By participating in this course, it is the expectation that everyone commits to making this an inclusive learning environment for all."

So, we'll follow these principles to guide our interactions among students and professors in this class:

- Treat every member of the class with respect, even if you disagree with their opinion;
- Treat every opinion as open to examination, even if it comes from someone with more experience or expertise than you;
- Reasonable minds can differ on any number of perspectives, opinions, and conclusions;
- Some perspectives, opinions, and conclusions are unreasonable or based on falsehoods and should be respectfully identified as such;
- Because constructive disagreement sharpens thinking and deepens understanding, it will factor into your participation grade;
- All viewpoints are welcome;
- No ideas are immune from scrutiny and debate;
- You will not be graded on whether your professor or peers agree with your opinions.

Student Accessibility. If you will require academic accommodation of any kind during this course, you must notify me at the beginning of the course and provide a letter from the Moses Center for Student Accessibility (212-998-4980, mosescsa@nyu.edu) verifying your registration and outlining the accommodations they recommend. For more information, visit the CSA website: <https://www.nyu.edu/students/communities-and-groups/student-accessibility.html>. 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.

Student Wellness. Classes can get stressful. I encourage you to reach out if you need help. The NYU Wellness Exchange offers mental health support. You can reach them 24/7 at [212 443 9999](tel:2124439999), or via the "NYU Wellness Exchange" app. There are also drop in hours and appointments. Find out more at <http://www.nyu.edu/students/health-and-wellness/counseling-services.html>

Name Pronunciation and Pronouns. NYU Stern students now have the ability to include their pronouns and name pronunciation in Albert. I encourage you to share your name pronunciation and preferred pronouns this way. Please utilize this link for additional information: [Pronouns & Name Pronunciation](#). Just in case I get something of yours wrong, I welcome you to discretely let me know at your early convenience.

Religious Observances and other unique situations. NYU's [Calendar Policy on Religious Holidays](#) states that members of any religious group may, without penalty, absent themselves from classes when required in compliance with their religious obligations. You must notify me in advance of religious holidays or observances that might coincide with exams, assignments, or class times to schedule mutually acceptable alternatives. Students may also contact religiousaccommodations@nyu.edu for assistance.

NYU Stern is committed to ensuring an equitable educational experience for all students regardless of identity or religious/cultural background. The observance of religious and cultural holidays/traditions and the recognition of unique circumstances - such as serving as a caregiver - are important aspects of this commitment. Please review all class dates at the start of the semester and review all course requirements to identify any foreseeable conflicts with exams, course assignments, projects, or other items required for participation and attendance. Please contact me within the first two weeks of the class semester to discuss any potential conflicts.

AI (Including ChatGPT)

- As a general rule, you may not use AI tools on assignments in this course. NYU and I expect each student to complete each assignment without substantive assistance from others, including automated tools. NYU and I will consider use of such assistance a breach of academic integrity.
- That said, you may use AI tools on assignments in this course for which I give permission in advance. Unless I give permission to use those tools, I expect you to complete each assignment without substantive assistance from others, including automated tools. Use of such assistance without explicit permission will be considered a breach of academic integrity.
- To help us with one in-class exercise, please do create a ChatGPT account and be ready to use it when I ask you to in class.
- The written work required by the course must be yours. You should not use ChatGPT or other AI tools for any purpose other than idea generation or polishing your writing. If you use an AI tool at any point and for any reason while completing an assignment, you must include a note describing how you used it. Failure to do so will be considered a breach of academic integrity.
- You may not submit any work generated by an AI program as your own. Think carefully before you include material generated by an AI program, as the quality is often poor. If you include AI-generated content, cite it as you would any other reference material. Failure to acknowledge that content was AI-generated will be considered a violation of academic integrity.
- By the way- ChatGPT sometimes 'hallucinates' and gives answers using non-existent research.

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. I have for several years been an adjunct professor of Negotiation & Conflict Management at Stern. I am also an adjunct professor at Columbia University, and have served as a visiting professor at universities in France and China.

I have an active training and consulting practice. My clients include Fortune 500 corporations, UN diplomats, corporate lawyers, and non-profits.

My courses include Collaboration, Conflict & Negotiation, Advanced Negotiation, and Negotiating Complex Transactions with Executives & Lawyers.

My op-ed columns and interviews have appeared in the *New York Times*, *Washington Post*, *New York Magazine*, *HuffPost*, and *USA Today*. My book, *15 Tools to Turn the Tide: A Step-by-Step Playbook for Empowered Negotiating*, was published by HarperCollins in 2023.

I'm married to my wife Cary, who is an actress. We live on the Upper West Side with our daughters Hannah and Rachael. 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

Required Materials: Copyrighted Materials I'll Distribute to You in Class.

This course requires payment for materials, e.g. HBS, Kellogg, DRRC, XanEdu,et.. Your instructor will share the materials with you. The cost for this handout will be processed through the Follett ACCESS program. The fee for the material will be added as a “book charge” to your bursar bill. **The fee for this course is roughly \$30** and will appear on your bursar account around mid-term to allow drop/add and withdrawals. You should complete the reading assignments before the class indicated unless otherwise noted.

#	Dates	Topics	What Exercise(s) We'll Do	What to Do Before, During, and After Class
*	Oct. 28 By 4:00 pm			Complete the brief online survey: https://forms.gle/GojCBsCp4K17GMzBA
1.	Oct. 28 6:00 pm	Managing High Stakes Negotiations *Topics Targets & Tradeoffs *Six Ways to Cope with Godzilla *Roleplaying	Rio Copa Exercises	<p>Before Class: (~1 hour)</p> <ol style="list-style-type: none"> 1. Read the welcome announcement. 2. Read this syllabus accompanying the announcement. 3. Read the Rio Copa simulation materials accompanying it too. 3. Watch Welcome to Advanced Negotiation.mp4 (13:29) on Brightspace/Content/Syllabus+Welcome Video <p>After Class: Find On Brightspace/Content/Assignments: Rio Copa assignment memo, due by Class 2.</p>
*	Nov. 4	No class.		
2.	Nov. 11 6:00 pm	Groups and Negotiation *Can meetings ever go well? *Effective Negotiating in a Group and the Golden Minute *Consensus Building Skills (& Demonstration)	Towers Market	<p>Before Class:</p> <ol style="list-style-type: none"> 1. Read Towers Market General Information on Courseworks/Content/Readings/Tower Market General Information good for the first quiz and the upcoming simulations and real-life meetings. 2. <i>Recommended reading-</i> Ready in a Heartbeat- the Topics Targets & Tradeoffs Grid (12-15 minutes)- detailed recap of the tool. 3. <i>Recommended reading-</i> “How to Handle a Disagreement on your Team” 4. <i>Recommended reading-</i> Seven Quick Ways to Get the Benefit of a Topics Targets Tradeoffs Grid <p>Due By Class: *Rio Copa assignment memo, due by Class 2 on Brightspace/Assignments</p> <p>In Class: Pick Up Capstone DS-30 material:</p> <ul style="list-style-type: none"> * DS-30 simulation general and role-specific information * DS-30 team roster * DS-30 plan and memo assignment <ul style="list-style-type: none"> * For this simulation, by Class 6 your teammate and you will prepare an I FORESAW IT negotiation plan using a preparation method we'll develop shortly. Planning takes a few hours. You can use it during the talks in Class 6. No need to submit it alone. *The DS-30 memo, which will include your I FORESAW IT plan, is a team assignment (i.e. you and your teammate will jointly prepare it). It's due several days after we debrief the simulation; only one of you needs to submit it. A copy of the assignment is also available on Brightspace/Content/Assignments.

#	Dates	Topics	Exercise(s) We'll Do	What to Do Before, During, and After Class
3.	Nov. 18 6:00 pm	<i>Leading & Negotiating When You Feel Powerless</i> Leading (Consensus Building II) *Squabbling Colleagues *The Budget Crisis Case Negotiating (Dealing with Stress II) *Moves Away from the Table *Emergency Talks with ChatGPT	Squabbling Colleagues Hannah v. Boeing ReadyPak Crisis Negotiation Preparation	Before Class (~40 minutes): 1. To help us with one in-class exercise, please create a ChatGPT account and be ready to use it when I ask you to in class. 2. Watch video lecture: Interest-Based Persuasion video lecture.mp4 (0:00 to 28:00) Stop there- no need to watch the late reference to Caitlin's Challenge (Brightspace/Content/Video Lectures) https://brightspace.nyu.edu/d2l/le/lessons/463171/topics/11587766 During Class: Pick up Flagship Airways General Information After Class: Find on Brightspace/Content/Assignments right after class: Quiz #1 https://brightspace.nyu.edu/d2l/le/lessons/418409/topics/11587932
4.	Nov. 25 6:00 pm	<i>Organizations</i> *Team Talks	Flagship	Before Class: (~2 hours) 1. Submit first quiz on Brightspace/Assignments. 2. Read Flagship Airways General Information 3. Read: "How to Manage Your Negotiation Team" . Also available on Google Scholar: https://www.researchgate.net/profile/Kristin_Behfar/publication/26795744_How_to_Manage_Your_Negotiating_Team/links/54b420410cf26833efcfc5c/How-to-Manage-Your-Negotiating-Team.pdf . It's valuable for the second quiz, crystalizes ideas from Classes 2 and 3, and it's useful for the Flagship simulation. 4. Read (if you have not previously) or review (if you have) I FORESAW IT: A Way to Improve Your Preparations for Negotiation on Brightspace/Content/Readings/I FORESAW IT . You'll use it in your DS-30 assignment. https://brightspace.nyu.edu/d2l/le/lessons/463171/topics/11587773 5. Watch video lecture "Readying for Godzilla with I FORESAW IT." (19:22) You may find it useful both for DS-30 and for tough real-life talks. It's on Brightspace/Content/Video Lectures https://brightspace.nyu.edu/d2l/le/lessons/463171/topics/11587771 <i>Recommended reading (2 minutes):</i> Will AI Replace Human Negotiators? (A succinct, thoughtful consideration from a leading negotiation expert.) https://www.expertnegotiator.com/tip/will-ai-replace-human-negotiators/ In Class: Pick up Tulia & Ibad Simulation General Information
5.	Dec. 2 6:00 pm	<i>Managing High Stakes Conflicts</i> <i>Overcoming Danger with Reassurances</i>	Tulia & Ibad Simulation	Before Class: (~25 minutes) Read Tulia & Ibad Simulation General Information Read "The Secret Life of Cooperation" and be ready to discuss the <i>italicized</i> question at the start of it. It's on Brightspace/Content/Readings https://brightspace.nyu.edu/d2l/le/lessons/463171/topics/11587814 After Class: Make contact with your DS-30 teammate within 24 hours

#	Dates	Topics	Exercise(s) We'll Do	What to Do Before, During, and After Class
6.	Dec. 9 6:00 pm	<i>Coping with Principals in Complex Conflicts</i> <i>Dealing Angry Publics</i> <i>Putting It All Together</i> <i>*85% of the Course in Six Words</i> <i>*Seven Ways to Keep the Negotiating Skills You Learned</i>	DS-30 simulation	Before Class: (~2.5-4 hours (over several weeks)) 1. Be ready to negotiate DS-30 in class. To help do that, complete with your teammate an I FORESAW IT negotiation plan for DS-30. Bring copies to use during the talks. No need to submit it yet. 2. Submit the online Class Participation self-assessment form Self-Assessment Form https://forms.gle/GK3YPta4QLHDZ6Gy9 3. Submit the Five-Minute Additional Anonymous Feedback Anonymous Feedback https://forms.gle/JBPcUsecKJBuw7AA After Class: Find on Brightspace/Content/Assignments Optional Second Quiz https://brightspace.nyu.edu/d2l/le/lessons/463171/topics/11587952
*	Dec. 12 Noon			Due via Brightspace/Assignment dropbox: DS-30 memo including your revised I FORESAW IT plan.
*	Dec. 15 Noon			Due via Brightspace/Assignment dropbox: Optional Second quiz.

Summary of Deadlines of Deliverables (this list does not include reading assignments)

Class 1 Oct 28 4:00 pm [Student Survey](https://forms.gle/GojcBsCp4K17GMzBA) <https://forms.gle/GojcBsCp4K17GMzBA>

Class 2 Nov 11 [First memo on Rio Copa](https://brightspace.nyu.edu/d2l/le/lessons/418409/topics/10842080) <https://brightspace.nyu.edu/d2l/le/lessons/418409/topics/10842080>

Class 4 Nov 25 [First quiz](https://brightspace.nyu.edu/d2l/le/lessons/418409/topics/11587932) <https://brightspace.nyu.edu/d2l/le/lessons/418409/topics/11587932>

Class 6 Dec 9 Class Participation [Self-Assessment Form](https://forms.gle/GK3YPta4QLHDZ6Gy9) <https://forms.gle/GK3YPta4QLHDZ6Gy9> and [Anonymous Feedback](https://forms.gle/JBPcUsecKJBuw7AA) <https://forms.gle/JBPcUsecKJBuw7AA>

December 12
Noon via Brightspace [DS-30 memo](https://brightspace.nyu.edu/d2l/le/lessons/463171/topics/11587841) <https://brightspace.nyu.edu/d2l/le/lessons/463171/topics/11587841>

May 12
Noon via Brightspace [Optional Second quiz](https://brightspace.nyu.edu/d2l/le/lessons/463171/topics/11587952) <https://brightspace.nyu.edu/d2l/le/lessons/463171/topics/11587952>

Mystery-Answering Optional After-Class Mini-Talks (usually <12 Minutes)

Class 1	How I Fight with my Spouse- a Way to Cope with Couple Conflict
Class 2	How to Talk Politics with a Loved One You Disagree With
Class 3	How to Cope with Sharp Bargaining Tactics
Class 4	How to Negotiate with Bureaucrats
Class 5	How to Find and Create a Good Job, Even in Tough Times