

MGT 456/BLAW 453 Negotiation and Conflict Management

Professor Carr

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Classroom: SH380; Fridays, 9am – 12:45pm

Office Hours: Tuesday, 10:45am-12:45pm, virtual as posted on Canvas, and by appointment.

- Texts:**
1. Fisher, R. and Ury, W. ***Getting to Yes: Negotiating Agreement Without Giving In*** (any edition is fine).
 2. Lewicki, R., Saunders, D. & Barry, B. ***Negotiation: Readings, Exercises and Cases*** (7th ed., 2015) New York: McGraw-Hill ISBN 978-0-07-786242-8.
Our readings from the Lewicki text can be ordered online for approximately \$34 at <https://create.mheducation.com/shop/>. Enter ISBN: 9781121812758. The course title will read “Negotiation BLAW 495 / MGT 456 Spring, 2013,” but that text will work for this term, although the page and exercise numbers may be different.
 3. Stone, D., Patton, B. & Heen, S. ***Difficult conversations: How to discuss what matters most*** (any edition is fine).
 4. **Negotiations materials license** from the CSUN bookstore. This is for proprietary materials we’ll be using for simulations. Upload the license on Canvas so that you can receive materials.

Course description

This course explores the ways that people negotiate to create value and resolve disputes. It is designed to introduce negotiation theory and to build negotiation skills. The curriculum integrates negotiation research and experiential learning activities. Some of the exercises explore aspects of bargaining, value creation and distribution, the dynamics of coalitions, multi-party negotiations with a focus on organized preparation, dispute resolution, and process analysis. Students must demonstrate learning through both experiential activities and written assignments.

Mission of the Department of Business Law

Our mission is to equip students with the academic knowledge, problem solving, analytical and professional skills in the areas of business law, business ethics, and real estate necessary to achieve their personal and professional goals.

Objectives of the Course

1. To learn the fundamentals of negotiation and conflict management
2. To explore legal and behavioral aspects of negotiation
3. To explore ethical standards and criteria of negotiation and conflict resolution
4. To explore the social contexts of negotiation
5. To learn best practices in negotiation and conflict management

Course topics

- I. Negotiation fundamentals
 - a. Managing the process of interdependence: negotiation and conflict management
 - b. Exploration of two core strategic approaches: zero-sum negotiations and integrative (“win-win”) negotiations.
 - c. Negotiation preparation: choosing a strategy, framing issues, defining objectives and planning action
- II. Psychological subprocesses of negotiation
 - a. Perception, cognition and emotion
 - b. Communication dynamics
 - c. Power
 - d. Ethical standards and criteria
- III. Social contexts of negotiation
 - a. Reputation and its effect
 - b. Managing multi-party negotiation
 - c. International and cross-cultural negotiation
- IV. Best practices

Grading

Here are the course activities and the allocation of the course grade:

Live Class Contributions	30%
Remote Assignments	30%
Paper	15%
Written Exam	25%

Plus/minus grading may be used.

Grading Scale: A-/A – 90% and above
 B-/B/B+ – 80% - 89%
 C-/C/C+ – 70% - 79%
 D-/D/D+ – 60% - 69%

Paper

Begin your paper with the following statement: “I verify that this paper is entirely

my own work, with the exception of sources that have been properly cited.” Then “sign” the sentence (your typed name is fine). Any paper without this statement will not be accepted. Use APA formatting for references, however you do not need cover sheets, tables of contents, abstracts, running titles, etc. Simply use APA for in-text referencing (including page numbers where relevant) and attach a list of references.

Helpful guides and resources are located at <http://library.csun.edu/Guides/ResearchStrategies/CitationStyleGuides> and <http://owl.english.purdue.edu/owl/resource/560/01/>

Unless mentioned otherwise, there are no page limits. Write enough to explain your ideas with clarity and depth but not so much that you lose your reader’s interest. Here is the rubric:

Problem: Briefly and adequately explained the negotiation (or other event) being analyzed, supported by research when necessary
 Integration: Integrated course materials (Lectures, discussion, text, videos, exercise) as appropriate to develop a reasoned analysis
 Analysis: Demonstrated intellectual depth and mastery of course topics
 Writing: Lucid writing. Clear, correct English. Well-edited. Correct use of APA.

If there’s a common area for improvement, it’s to increase the incorporation of course materials into the paper. Take careful class notes so that you can refer to particular discussions and exercises. You want to demonstrate that you have read, heard, understood and engaged in the coursework. Demonstrate intellectual depth by going beyond repetition to explain significance, to draw connections, to illustrate, to integrate. Reference liberally.

Exam: There will be one essay exam typed in computer lab.

Class contributions: This evaluation will include in-class assignments and how your presence improved the class. This would include, for example, attendance, the quality of preparation (including familiarity with the reading material and cases), quality of performance on the exercises (as a process, not as outcome-driven), and the quality of participation in the feedback and discussion sessions. Your participation in the simulations, the debriefing process and other class discussion is essential to your learning individually and to the class.

We need to pair students in various activities and will need to make alternate plans if there are any disruptions. If you cannot contact a group member, be resourceful: realize that I want you to have an opportunity for the learning experience regardless of whether you have an uninvolved or unavailable partner – make alternate arrangements. Someday, someone will pay you to solve problems; start now. Absences will adversely affect your performance in and contributions to the class.

Observe confidentiality. You will be getting contact information for your classmates so that you can complete work out of class. You may not distribute this information to any other person for any reason. In addition, you will be given course materials that require confidentiality until we discuss them in class; you may not share information with class members until we finish the exercises.

Observe academic honesty. You must begin each paper with the honesty verification, listed under “Writings” above. You may not get advice, consultation, editing or tutoring from any source except CSUN’s learning resource center. In addition to the requirements imposed by the university’s standards of academic honesty, you may not upload, give or otherwise transmit any work prepared for this class, whether written by a classmate, you, or me.

Reputation index. The concept of a reputation index is based on the notion that your reputation as a fair, effective and trustworthy negotiator is an important asset in real-world business dealings. Reputations have a habit of spreading within and among organizations and your future relationships depend on how others perceive you through your past behavior. In addition, it is recognition that our interactions with the community have an important impact; we want to work towards the general good. By the end of the course you will have negotiated with some of your classmates, received feedback from some and heard about the performance of others. The reputation index is meant to measure the importance of establishing a long-term positive reputation for negotiation. This index recognizes those individuals who develop a reputation as trustworthy and effective negotiators and who, through their feedback, also contribute to the experience in this course. Your classmates will be evaluating your reputation as a fair, effective and trustworthy negotiator. Students with significantly positive or negative reputation ratings may (at the professor’s discretion) have their overall course grade affected positively or negatively.

Podcasts

Some of our classes are live, some are remote, and many class activities are completed out of class. Links to podcasts are located in the Syllabus and in the “modules” section of Canvas.

Canvas

All written assignments will be uploaded on Canvas.

Assignments¹

	Topics	Work to be completed before class	Exercises to be completed before class
1/25 LC ¹ Week One	Getting to yes principles Interests, rights & power	Getting to Yes: ch. 1, 2 & 3 Readings ² : 1.1, Ury et al., Three approaches to resolving disputes: Interests, rights and power Listen to podcasts, Getting to Yes, ch. 1, 2 & 3 ³	Sign Academic Honesty Statement posted on Canvas
2/1 LC Week Two	Perception and Persuasion: Myers-Briggs Ariely's predictable irrationality Self-Management skills Business etiquette	Readings: 2.1, Neale & Bazerman, Negotiating rationally: The power and impact of the negotiator's frame 2.2, Certo et al., Managers and their not-so rational decisions 2.3, Harvard Law School, When your thoughts work against you pg 561 - Exercise 23 (We'll do the Salary Negotiation in class.)	None
2/8 LC Week Three	Perception & Persuasion, cont.	Ariely & Kreisler, Who doesn't love sales? There's just one problem: they lead us to make dumb choices	Lexus exercise . Rely on case materials; do not conduct outside research. Planning for a Negotiation
2/15 RC ⁴ Week Four	Distributive/ Integrative Bargaining	Readings: 1.2, Lewicki et al., Selecting a strategy 1.4, Simons & Tripp, The negotiation checklist 1.5, Nierenberg & Calero, Effective Negotiating Techniques: 1.8, Lewicki et al., Implementing a collaborative strategy	Exercise 29 (Bakery-florist-grocery)

¹ Live class ("LC"). Physical attendance is required.

² Refers to Roy Lewicki et al., *Negotiation: Readings, exercises and cases*, 6th ed. Note that the e-text has a dual numbering system. For all purposes, including references in your papers, please use the editors' original numbering.

³ Video lecture links are on Canvas.

⁴ Remote class ("RC"). No physical on-campus attendance required. Some classes are held remotely, with lecture capture and activities that can be completed elsewhere.

Assignments¹

	Topics	Work to be completed before class	Exercises to be completed before class
2/22 LC Week Five	"In Negotiation" issues	Readings: 1.6, Cellich, Closing your business negotiations <i>Getting to Yes</i> , ch. 4, 5 & 6 Listen to podcasts, <i>Getting to Yes</i> , ch. 4, 5 & 6	Complete Exercise 15 - Island Cruise before class. Prepare for Coffee Contract to be conducted during class.
3/1 RC Week Six	BATNA	Readings: 2.8, Cialdini, Harnessing the science of persuasion 3.4, Malhotra, The fine art of making concessions <i>Getting to yes</i> : ch. 7 & 8	Complete Texoil negotiation . Complete City of Tamarack negotiation (Readings ex. 20, pp. 551-553).
3/8 RC Week Seven	Managing Difficult Negotiations – Getting Past No	Readings: Exercise 32, Third party conflict resolution	Complete All in the Family negotiation . Complete STAR negotiation .
3/15 LC Week Eight	Exam Communication Skills	Begin reading <i>Difficult conversations: How to discuss what matters most</i> Listen to podcasts, <i>Difficult Conversations 1-5</i>	Prepare for Employee Exit Interview (Exercise 25, pg 571) Meet in BB2212 at 9am for Exam
3/22	No class, spring break		
3/29 RC Week Nine		Finish reading <i>Difficult Conversations</i> Read Skilled Listening	Complete Federated Science Fund negotiation . Begin work on paper.
4/5 LC Week Ten	Ethics in Negotiation Lying Global Negotiations Negotiating Styles, Gender and Cultural Issues	Watch: Our buggy moral code Readings: 3.5, Allred, The high cost of low trust 4.1, Babcock & Laschever, Women don't ask 4.2, Benoliel, Become a master negotiator	Conduct New House negotiation (Exercise 26) Prepare for Amanda negotiation to be conducted in class.

Assignments¹

	Topics	Work to be completed before class	Exercises to be completed before class
4/12 RC Week Eleven	Negotiating with Agents – Representative Negotiation Dispute resolution	Readings: 1.9, Lax & Sebenius, Solve joint problems to create and claim value 3.7, Mnookin et al., The tension between principals and agents 3.9, Stuart, This is not a game: Top sports agents share their negotiating secrets	Complete Viking Investments negotiation. Continue working on your paper.
4/19 LC Week Twelve	“Best of” Discussion Mediation & Dispute Resolution Reputation Index LAST DAY OF COURSE	Readings: 7.1, Lewicki et al., Best practices in negotiation 7.4, Sebenius, Six habits of merely effective negotiators	Prepare for Darcy and the Rascal mediation to be conducted in class. Submit reputation index in class. Paper due - upload to Canvas.