

## **MGT 456/BLAW 495 Negotiation and Conflict Management**

Professor Williams

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For email messages, type "Negotiation class" in the reference portion

Office Hours: Fridays noon – 1:00 p.m. (walk in) with many additional hours routinely scheduled by appointment. Call x2905 for appointments.

Texts: Fisher, R. and Ury, W. *Getting to yes* (any edition).  
Lewicki, R., Saunders, D. & Barry, B. *Negotiation: Readings, exercises & cases* (6<sup>th</sup> ed.). (2010.) New York: McGraw-Hill. NB: 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" – this is the correct text for us.  
Stone, D., Patton, B. & Heen, S. *Difficult conversations: How to discuss what matters most* (any edition).  
Negotiations materials license from the CSUN bookstore – these are for proprietary materials we'll be using for simulations. Bring the license to class 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.

### **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**

There will be three graded written assignments (each worth 10% of the course grade), a final paper worth 40% of the grade and class participation worth 30% of the course grade. Unless noted otherwise, all written assignments should be posted to turnitin.com. In addition to the graded assignments, there are various credit plus/credit/no credit and credit/no credit written assignments. These are factored into the “class participation” portion of your grade.

Letter grade	Numerical equivalent	Meaning
A	4.0	Outstanding
A-	3.7	
B+	3.3	
B	3.0	Very good
B-	2.7	
C+	2.3	
C	2.0	Satisfactory (Passing, graduate)
C-	1.7	
D+	1.3	
D	1.0	Passing (undergraduate)
D-	0.7	
F	0	Fail

Because of turnitin’s software limits, grades are entered numerically without the decimal and later converted.

**Writings**

Use APA formatting. 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; not so much that you lose your reader’s interest. You can see the rubric criteria for each assignment in turnitin.com. Unless otherwise designated, they are:

- 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.

**Class participation:** This evaluation will be based on 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 as a class. In addition, the credit/no credit written work will form a portion of your class participation grade. Because of the complicated multiple groups and individualized handouts, I appreciate and reward students who do not create unnecessary work. In sum, this component of the grade will be determined based on how much your presence added to the class.

You must wear a name badge for every class period.

If you must miss class, contact me well before class. If emailing, write "Negotiations class – absence" in the subject area. We need to pair students in various activities and will need to make alternate plans if there are any disruptions. Absences will adversely affect your performance in and contributions to the class.

**Avoid generating externalities.** When we engage in behavior but don't bear the full cost, we're generating externalities. If, for example, you carelessly run out of gas causing a lane on the freeway to shut down while you wait to get towed, other people are inconvenienced. You're not bearing the full cost of your behavior. By the same token, when you are hard to reach, haven't prepared, aren't engaged, don't show up....you're generating externalities for your classmates and me. Don't.

**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; refer any questions to me. In addition, you will be given course materials that require confidentiality until we discuss them in class; you may not share information until we finish the exercises.

**Observe academic honesty.** 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, me or yourself.

**Reputation index.** This term is borrowed from other courses, including the Negotiation course taught by Prof. Pachino. 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 most or all 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 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 negotiation. These evaluations are used in arriving at the participation portion of the grade. In addition, students with significantly positive or negative reputation ratings may (at the professor's discretion) have their overall course grade affected positively or negatively by as much as .5 on the 4.0 scale. Please consult the university catalog for the letter grade equivalents of the 4.0 scale.

### **Podcasts**

Some of our classes are live, some are remote, and many class activities are completed out of class. Podcasts (or "lecture captures") will be located at <http://csun.echo360.com:8080/ess/portal/section/d7c65c59-46e7-464e-a011-f5cc47c779d5> Be sure to check Moodle to learn of any activities and assignments in addition to those listed in the syllabus.

### **Turnitin**

Unless noted otherwise, all written assignments are uploaded to turnitin.com on Moodle.

### Assignments<sup>1</sup>

	Topics	Work to be completed before class	Exercises to be completed before class
1/23 RC <sup>2</sup>	Getting to yes principles	Getting to yes: ch. 1 & 2 Readings <sup>3</sup> : 1.1 Listen to podcasts Getting to yes, <sup>4</sup> ch. 1 & 2	N/A
1/30 LC <sup>5</sup>	Personal Bargaining Inventory	Getting to yes: ch. 3 Listen to podcast Getting to yes, ch. 3	Questionnaire 1 – Personal Bargaining Inventory (Readings p. 677). Submit hardcopy (typed or handwritten – it's fine to Xerox and fill in) hardcopy in class. Prepare for Salary negotiations, ex. 14 (Readings, p. 513, to be conducted during class; no negotiation needed prior to class.
2/6 LC	Persuasion	Readings: 2.1, 2.2 & 2.3	Complete the Six Channels survey, Readings, p. 682. Bring to class (hardcopy or electronically; it is not turned in) Complete Lexus exercise before class. Rely on case materials; do not conduct outside research.
2/8			Submit the academic honesty statement on Moodle.
2/13 RC	Distributive (Power) Bargaining	Readings: 1.2, 1.4, 1.5, 1.8 Getting to yes: ch. 4 Listen to podcast, Getting to yes, ch. 4	Exercise 8 (Readings p. 495): Plan for a real life negotiation that will occur in the next weeks or months. Submit a summary on turnitin.com (C/NC). Prepare for negotiation exercise 25 (Bakery, florist, grocery) to be conducted in-class
2/15	No class		Written assignment 1: Upload your paper to turnitin.com. Topic to be posted on Moodle (as with all other written assignments).

<sup>1</sup> This is a tentative list; there may be changes and additions. Be sure to monitor Moodle and class discussions.

<sup>2</sup> Remote class ("RC"). No physical on-campus attendance required. Live class. Some classes are held remotely, with lecture capture and activities that can be completed elsewhere.

<sup>3</sup> Refers to Roy Lewicki, et al., *Negotiation: Readings, exercises and cases*, 6<sup>th</sup> ed. Again, NB that the e-text has a dual numbering system. For all purposes, including references in your papers, please use the editors' original numbering.

<sup>4</sup> <http://csun.echo360.com:8080/ess/portal/section/d7c65c59-46e7-464e-a011-f5cc47c779d5>

<sup>5</sup> Live class. Physical attendance required.

2/20 LC	"In Negotiation" issues	Readings: 1.6 Getting to yes, ch. 5 & 6 Listen to podcast, Getting to yes, ch. 5 & 6	Complete STAR negotiation prior to class Review confidential materials of Tamarack negotiation (Readings ex. 12, p. 505) and prepare for in-class negotiation
2/27 LC	BATNA	Readings: 2.8, 3.4 Getting to yes: ch. 7 & 8 Listen to podcast, Getting to yes, ch. 7 & 8	Prepare for Texoil for in-class negotiation.
3/6 LC	Managing Difficult Negotiations – Getting Past No	Readings: Exercise 29, Third party conflict	Complete Island Cruise ex. 13 negotiation. Prepare for your role in the Sick Leave negotiation to be conducted during class. Do not read the Sick Leave materials in the text.
3/13 RC	Communication Skills	Difficult conversations: How to discuss what matters most.	Complete Communication Competence Scale, Readings, p. 691. Complete Federated Science Fund negotiation. One group member posts summary on turnitin.com (C/NC) no later than 3/15.
3/15	No class		Writing Assignment 2 due uploaded to Moodle
3/20 LC	Communication Skills	Difficult conversations, cont.	N/A
3/27 LC	Ethics in Negotiation	Watch Ariely, Our buggy moral code, located at <a href="http://www.ted.com/talks/dan_ariely_on_our_buggy_moral_code.html">http://www.ted.com/talks/dan_ariely_on_our_buggy_moral_code.html</a>	Conduct Six-string Superstar negotiation. Complete Questionnaire 2 – SINS II Scale, Readings p. 680
4/3 RC	Lying	Readings 3.5 Watch Hancock, The future of lying, located at <a href="http://www.ted.com/talks/jeff_hancock_3_types_of_digital_lies.html">http://www.ted.com/talks/jeff_hancock_3_types_of_digital_lies.html</a> Watch Meyer, How to spot a liar, located at <a href="http://www.ted.com/talks/pamela_meyer_how_to_spot_a_liar">http://www.ted.com/talks/pamela_meyer_how_to_spot_a_liar</a>	Conduct "Employee Exit Interview" exercise 16. One group member posts a summary of the outcome (C/NC) no later than 4/5
4/12	No class		Writing Assignment 3 due uploaded to Moodle
4/17 LC	Global Negotiations Negotiating Styles, Gender and Cultural Issues	Readings 4.1, 4.2, 5.3	Prepare for New House negotiation, ex. 26 to be conducted in class

4/24 LC	Negotiating with Agents – Representative Negotiation	Readings 3.7, 3.9	Conduct Pat Smith negotiation prior to class. Prepare for Mouse negotiation to be conducted in class.
5/1 LC	Dispute resolution	Readings 1.9 Watch Ross, An independent diplomat, located at <a href="http://www.ted.com/talks/carne_ross_an_independent_diplomat.html">http://www.ted.com/talks/carne_ross_an_independent_diplomat.html</a>	Conduct Darcy and the Rascal mediation in class.
5/8 LC	Personal Bargaining Style Revisited “Best of” Discussion Summary Reputation Index	Readings 7.1 (and write your own “Five Best Practices”) Readings: 7.4	List your own Five Best Practices for negotiations and upload to turnitin (CR+/CR/NC). Prepare for Connecticut Valley School in-class negotiation, ex. 24. Re-do Personal Bargaining Inventory (Questionnaire 1) and bring hardcopy to class. Answer Questionnaire 4 – Trust scale Submit reputation index hardcopy in class
5/15	No class		Final paper due uploaded to Moodle