

MGT 456/BLAW 453 Negotiation and Conflict Management

Professor Williams

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For email messages, type "Negotiation" in the reference portion
Office Hours: Thursday, noon - 1:00 and 3:30 - 4:30
Friday, 1:00 - 2:00, with many additional hours each week 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* (6th 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.

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:

Writing Assignment 1	20%
Writing Assignment 2	30%
Exam	25%
Class Contributions	25%

Unless noted otherwise, all written assignments should be posted on Canvas. 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

Papers

Begin each 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). You’ll lose 0.1 of a grade for each paper that does not begin with this honesty verification. 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. You may not get tutoring, assistance, advice or any other outside support other than that available through CSUN’s Learning Resource Center.

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. 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: Bring one large blue book and a non-eraseable pen with blue or black ink. You may bring one 8.5 x 11" double-sided page of any notes you wrote. Write your name only on the inside back cover of the bluebook. Do not write your name elsewhere on the bluebook. The purpose of this requirement is to ensure blind grading. Write on every line of the blue book. Write on only one side of each page; however you may use the facing page to insert information. Write your name on the exam itself. When you complete the exam, place the exam inside your bluebook and turn in the whole as a package. Failure to follow all of these directions will cause a 0.1 reduction on your exam grade. Failure to return the exam itself will result in a grade of "F" for the exam and may be referred to the Associate Dean's office for further proceedings.

Class contributions: This evaluation will be based on 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. 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.

Wear a name badge for every class period.

If you must miss class, contact me along with any affected class partners 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. 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.

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 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, me or yourself. You must submit an academic honesty statement as noted in the assignments.

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 0.5 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. Links to podcasts (or “lecture captures”) are located on the “modules” section of Canvas. Powerpoints are loaded into Canvas’s “Files.”

Be sure to check Canvas to learn of any activities and assignments in addition to those listed in the syllabus.

Canvas

Unless noted otherwise, all written assignments are uploaded on Canvas.

Assignments¹

	Topics	Work to be completed before class	Exercises to be completed before class
1/26 LC ²	Getting to yes principles Interests, rights & power	Getting to yes: ch. 1, 2 & 3 Readings ³ : 1.1, Ury et al., Three approaches to resolving disputes: Interests, rights and power Listen to podcasts, Getting to yes, ch. 1, 2 & 3 ⁴	Prepare for the Gas Station exercise to be conducted in class.

¹ This is a tentative list; there may be changes and additions. Be sure to monitor Canvas and class discussions.

² Live class (“LC”). Physical attendance required.

³ Refers to Roy Lewicki et al., *Negotiation: Readings, exercises and cases*, 6th 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.

⁴ Video lecture links are on Canvas.

2/2 LC	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	Prepare for Salary negotiations, ex. 14 (Readings, p. 513) to be conducted in class.
2/9 LC	Perception & Persuasion, cont.	Ariely & Kreisler, Who doesn't love sales? https://ideas.ted.com/who-doesnt-love-sales-theres-just-one-problem-they-lead-us-to-make-dumb-choices/	Complete Lexus exercise before class. Rely on case materials; do not conduct outside research. Exercise 8 (Readings p. 495): Plan for a real life negotiation that will occur in the next weeks or months. Submit a summary on Canvas (C/NC). ⁵
2/11	No class		Submit the academic honesty statement on Canvas.
2/16 RC ⁶	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: From selecting strategies to side-stepping impasses and assumptions 1.8, Liewicki et al., Implementing a collaborative strategy	Conduct negotiation exercise 25 (Bakery, florist, grocery). Post your negotiation results on Canvas. ⁷
2/18	No class		Paper 1: Upload your paper Canvas. The topic to be posted on Canvas (as with all other written assignments) Be sure to include the honesty verification at the beginning of each paper.
2/23 LC	"In Negotiation" issues	Readings: 1.6, Cellich, Closing your business negotiations Getting to yes, ch. 5 & 6 Listen to podcasts, Getting to yes, ch. 5 & 6	Complete Island Cruise ex. 13 negotiation before class. Prepare for Coffee Contract to be conducted during class.

⁵ Credit/no credit assignments are graded in Canvas as "complete" or "incomplete."

⁶ 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.

⁷ When posting negotiation results, begin by listing all participating negotiators and briefly explain the results. This is not an extended reflection; just a summary of the result

3/2 RC	BATNA	Readings: 2.8, Cialdini, Harnessing the science of persuasion 3.4, Malhotra, The fine art of making concessions Getting to yes: ch. 7 & 8 Listen to podcasts, Getting to yes, ch. 7 & 8	Complete Texoil negotiation. Post your negotiation results on Canvas. Complete Tamarack negotiation (Readings ex. 12, p. 505). Post your negotiation results on Canvas.
3/9 RC	Managing Difficult Negotiations – Getting Past No	Readings: Exercise 29, Third party conflict	Complete All in the Family negotiation. Post your negotiation results on Canvas. Complete STAR negotiation. Post your negotiation results on Canvas.
3/16 LC	Exam Communication Skills	Difficult conversations: How to discuss what matters most. Listen to podcasts, Difficult Conversations 1-5	Prepare for “Employee Exit Interview” (exercise 16) to be conducted in class.
3/23	No class, spring break		
3/30	No class, Cesar Chavez holiday		
4/1	No class		Complete Federated Science Fund negotiation. Post your negotiation results on Canvas.
4/6 LC	Ethics in Negotiation Lying Global Negotiations Negotiating Styles, Gender and Cultural Issues	Watch Ariely, Our buggy moral code, located at http://www.ted.com/talks/dan_ariely_on_our_buggy_moral_code.html Readings: 3.5, Allred, The high cost of low trust 4.1, Babcock & Laschever, Women don’t ask 4.2, Benoliel & Cashdan, Become a master negotiator	Conduct New House negotiation, ex. 26 prior to class. Prepare for Amanda negotiation to be conducted in class.
4/13 RC	Negotiating with Agents – Representative Negotiation Dispute resolution	Readings: 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 1.9, Lax & Sebenius, Solve joint problems to create and claim value	Conduct Viking negotiation. Post your negotiation results on Canvas.
4/20 LC	“Best of” Discussion Mediation & Dispute Resolution Reputation Index	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 hardcopy in class Paper 2 due uploaded to Canvas