

<b>53:620:570 CONFLICT RESOLUTION AND NEGOTIATIONS</b>
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**Fall 2022**

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**COURSE DESCRIPTION**

We negotiate everyday. We enter into negotiations with potential employers, coworkers, roommates, landlords, parents, and many others. What price we want to pay, how much we want to be paid, who will clean the kitchen.... all of these are negotiations. Yet, while we negotiate often, many of us know very little about the strategy and psychology of effective negotiations. Why do we sometimes get our way while other times we walk away feeling frustrated by our inability to achieve the agreement we desire?

Negotiation is the art and science of securing agreements between two or more independent parties who are seeking to maximize their outcomes. The central issues of this course deal with understanding the behavior of individuals, groups, and organizations in the context of competitive and cooperative situations. This course combines analytical material on the negotiation process with a series of negotiating experiences, to develop your skills at negotiation, bargaining and conflict resolution. The course encourages you to take risks; analytically think about what you read and observe; honestly reflect about your personal behavior and preferences; and apply course concepts to real experiences, especially in professional settings.

**COURSE OBJECTIVES**

The purpose of this course is to understand the theory and processes of negotiation as it is practiced in a variety of business and other settings. The course is designed to be relevant to the broad spectrum of negotiation problems that are faced by managers and professionals, often in a global context. A basic premise of the course is that while a manager needs analytic skills to discover optimal solutions to problems, a broad array of negotiation skills is needed to get these solutions accepted and implemented. The course will allow participants the opportunity to develop these skills experientially and to understand negotiation in useful analytical frameworks. Considerable emphasis will be placed on simulations, role-playing, and cases. The following is a partial list of course objectives:

1. To think about and understand the nature of negotiation. This objective is paramount because many of the important phenomena in negotiation, for example, interests, goals, and cooperation, are ambiguous and often do not have “right” answers.
2. To gain a broad intellectual understanding of the central concepts in negotiation. These concepts are the building blocks that you can use to understand and systematically evaluate a negotiation process.
3. To improve your ability to analyze the behavior and motives of individuals, groups, and organizations in settings which have both competitive and cooperative elements.
4. To develop confidence in the negotiation process as an effective means for resolving conflict in organizations.
5. To provide experience in the negotiation process, including learning how to evaluate the costs and benefits of alternative actions and how to manage the negotiation process more effectively.

## **IDECISIONGAMES.COM**

You will be using the iDecisionGames platform this semester. Registering for the platform is mandatory.

You will use the platform to receive your role instructions, enter your results, and receive feedback for some upcoming exercises in conflict resolution and negotiations. Please make sure to register yourself by clicking on <https://idecisiongames.com/promo-home?code=Conflict-negotiation-53-620-570>.

If the above link doesn't work you can also register by going to [idecisiongames.com](https://idecisiongames.com) and entering the following access code for your section: **Conflict-negotiation-53-620-570**

You will receive an email requesting that you confirm your email address. Please check your spam folder if you haven't received this email. Please contact [support@idecisiongames.com](mailto:support@idecisiongames.com) if you have any registration issues.

Note that you will be required to download and use the Google Chrome browser for all exercises. Also, please memorize the login and password information for subsequent access. You can always click "forgot password" later if you forget it and reset your password.

## **COURSE FORMAT**

The class is comprised of lectures, discussion, exercises, quizzes and negotiation simulations. We will have a class via Zoom once a week and the rest of the exercises will be done online asynchronously. Most exercises will be 1v1 negotiations, but some will involve teams or multiple parties. **It is your responsibility to coordinate with your negotiation counterparts to complete the negotiation exercises prior to the deadline.** We will debrief the exercise and discuss your outcomes over zoom. The class will also include lectures, quizzes, midterms, and final project. You should be prepared **to spend additional time outside of the Zoom class for certain negotiations.**

**Preparation for Negotiations:** Your classmates expect you to be fully prepared for each negotiation exercise. With the exception of the initial class, the exercises require you to prepare outside of class individually and/or as a team.

**Negotiation Debrief:** We will debrief every negotiation. Your negotiation results will be posted so that the class can analyze the relationship between different negotiation strategies and outcomes and learn from everyone’s experiences.

**Learning:** You are encouraged to experiment with alternative styles in this “safe” environment. This is where you can lose a million dollars and in retrospect be happy because you will learn a lesson you will never forget! Recognize your strengths and weaknesses and track your individual progress.

## COURSE REQUIREMENTS

<b>Grading Summary</b>	
Attendance and Participation	5%
Negotiation Results Summaries	5%
Quality of Comments During Discussion	10%
Quizzes (including homework assignments)	10%
Strategic Preparation Exercises	20%
Midterm Exams (2)	20%
Term project	30%

### 1. Participation

#### A. Attendance and Preparation (5%)

Because this is an experiential course, there is a strict policy on participation. You are expected to participate in class discussions and **ALL** negotiation exercises since they are the central component of the course. When you are not fully prepared for, or miss, a negotiation exercise, not only do you miss an opportunity to learn, so do the other students in your negotiation group. Therefore, **you are allowed one “full miss.”** A “full miss” constitutes missing the negotiation exercise that week. **Any unexcused or additional negotiation misses will result in a reduction of one-half letter grade.** If you will be absent, you should notify me at least two hours before the zoom class (the more advanced the notice, the better!).

#### B. Negotiation Results Summaries (5%)

At the end of most negotiation exercises, you will turn in a short summary of the results of the negotiation. You will not receive a grade based on the negotiation outcomes reflected in these summaries. But consistently punctual and high quality (thoughtful and thorough) summaries will certainly help your participation grade; indeed, in past semesters the quality of these summaries have often been the differentiating aspect of final course grades. Failure to turn in every summary will affect your participation grade negatively.

### C. Quality of Comments During Discussion (10%)

Each negotiation exercise will be debriefed with the class. Thus, participating in this debriefing session will comprise a large part of your participation grade. Debriefing includes sharing information about results, sharing information about negotiating strategies attempted, reactions to the process, and relating assigned reading materials to the class discussion. Most students will have difficulty applying one or more of the negotiation concepts. **I strongly encourage you to experiment.** We learn from our mistakes and the mistakes of others. This course is a good opportunity to experiment with new ways of negotiating and to make mistakes in a low-risk environment. A brief lecture and wrap-up of the day's topic will follow the debriefing session.

I will evaluate the **quality** of your contributions and insights (rather than the quantity of comments you make) in class discussions. High quality comments possess one or more of the following:

- Thoughtful application of assigned readings (current and past) to the current negotiation experience
- Extension of (building upon) other students' comments (demonstrates listening to others and understanding, in addition to presenting own idea)
- Analysis of a relevant personal experience that moves the discussion forward (not simply a description of that experience).
- Integration of prior comments and ideas, resulting in a new, relevant perspective.

### 2. Quizzes (including homework assignments) (10%).

This includes your individual performance on homeworks and online quizzes. Quizzes will be given to check your understanding of the assigned readings and lecture notes. You will not be allowed to make up a missed quiz, but your lowest quiz score will be dropped when calculating your final overall quiz score.

### 3. Strategic Preparation Exercises (20% of a grade)

Every week will include a negotiation exercise, so preparing for class involves not only completing the assigned reading, but also preparing for the specific case or exercise. You will be asked to write a one or two-page set of preparation notes in which you discuss your planning methods, strategies, and your expected outcomes. These will be due before the beginning of the Zoom class, before negotiation exercises begin. I will use the "check system" to grade your strategic preparation notes. This system works as follows:

Check....is for doing the work and handing it in

Check/Plus....is for following the format and showing a basic understanding of the methods, tactics, outcomes and course terms utilized during preparation.

Check/Plus/Plus....is for accomplishing the required, as well as, going above and beyond. Knowing the negotiation completely.

Your "strategic preparation notes" should be:

1. Typed

2. They should also discuss:

- (a) your planning methods (how you will approach the negotiation & why?)
- (b) strategies (negotiation tactics you will use and why?)
- (c) your expected outcome (what you would like to happen? what might happen? and why?)
- (d) use information from the text books and the lectures to help you in this process.

Your "strategic preparation notes" will aid in your understanding of the negotiation.

#### **4. Midterm Exams (20% of your grade)**

Two exams will cover material discussed in class before the exam and will consist of primarily multiple choice, and possibly short answer type questions. All material covered in the text and class discussion before the exam is considered "fair game" for the exam.

#### **5. Term project (30% of your grade)**

This project is to be completed in a group of four or five students. The result will be a **7 page paper, double spaced and a fifteen-twenty-minute class presentation over zoom**. This research project will require a substantial amount of time outside the class. More details will be given later in class.

This project will be evaluated in terms of the following criteria:

- Intellectual understanding: How well you understand the concepts you employ.
- Creativity: How you extend, modify, or elaborate the concepts.
- Validity: How well you use descriptive data to illustrate the concepts.
- Perceptiveness: How you bring meaning and cohesiveness to the data you report.
- Organization: How clearly written and professionally presented the paper is.

All group members will receive the same grade on the project, pending adjustment based on peer evaluations..

This course is structured to promote learning by a combination of individual and team efforts. Successful teamwork is particularly essential in completing the team project, which is a significant portion of the course. As a result, teams are responsible for allocating group work equitably among members and for holding team members responsible. Peer evaluations will be incorporated into the overall project grade.

**The final paper will be due 24 hours after your final presentation and should be submitted to me via canvas.**

Course Grades will be based on the following scale:

A	90-100
B+	87-89
B	80-86

C+	77-79
C	70-77
D	60-69
F	below 60

### **Incompletes**

Incompletes will be given at the instructor's discretion. They will only be granted to students who are currently in good standing in the course, and who have a valid reason for requesting an Incomplete. The student must also submit a formal written request to the instructor.

### **REQUIRED MATERIALS**

#### *Negotiation Exercises and Readings:*

(Readings beyond the textbooks will be provided to you through the canvas course website; exercises are though idcisiongames.com)

#### *Textbooks:*

1. Bazerman, M. H., and Neale, M. A. (1992). **Negotiating Rationally**. New York: The Free Press.
2. Fisher, R., Ury, W., and Patton, B. (1991). **Getting to Yes** (2<sup>nd</sup> ed.). New York: Penguin Books.

### **COURSE HONOR CODE**

This course requires that the following honor code standards be met:

1. You are expected to be prepared and on time for all negotiation exercises (we will generally begin negotiating at the beginning of class).
2. You may not show your confidential role instructions to the other side, though you are free to tell the other side whatever you would like to about your confidential information.
3. Do not make up facts that materially change the power distribution of the exercise (e.g., your family just bought the company you are currently negotiating with for a job).
4. You may use any strategy, short of physical violence, to reach agreement that you wish, including misrepresentation. However, in selecting a strategy, it is wise to consider that using it may have ramifications that go beyond the particular negotiation.
5. Do not discuss cases or borrow notes with people outside of class. Class discussion stays in class.

**ACADEMIC CONTENT (SUBJECT TO CHANGE)**

<b>Module</b>	<b>Dates</b>	<b>Course Assignments</b>	<b>Required Deliverables</b>
<b>Introduction to Negotiations</b>	9/7	Zoom meeting Expectations and requirements, answer your <u>questions</u>  Watch: 1. Margaret Neale Negotiation Getting What You Want (UB Learns) 2. Getting To Yes: <a href="https://www.youtube.com/watch?v=zTH2zEvDxRc">https://www.youtube.com/watch?v=zTH2zEvDxRc</a>	
<b>Basic concepts</b>	9/14	Zoom meeting Prepare for the zoom meeting by doing these: 1.Negotiate: <u>Job Recruit</u> (online simulation)  2.Watch: Mini-Lecture on Basic Concepts of Negotiations (canvas)  3.Read: Fisher & Ury, Ch. 1 “Prepare, Prepare, Prepare” “Reservation Points, Resistance and BATNAs” Bazerman & Neale, Ch. 1 “15 Rules for Negotiating a Job Offer” (optional)	<b>Submit online by 9/13 midnight</b> 1.Strategic preparation notes for the Job Recruit Negotiation (before negotiation).  2.Summary for the Job Recruit (after negotiation).  3.Quiz #1
<b>The nature of conflict</b>	9/21	Zoom meeting Prepare for the zoom meeting by doing these: 1.Negotiate: <u>College apartments</u> (online simulation)  2.Watch: Mini-Lecture on Conflict Bridge by Ting Chian Tey Disney Favorite  3.Read: Tjosvold, “Introduction,” Pruitt & Rubin, “Contentious tactics” Gabarro & Kotter, “Managing your boss” Fisher and Ury, Ch 2	<b>Submit online by 9/20 midnight</b>  1.Strategic preparation notes for the College Apartments Negotiation (before negotiation).  2.Summary for the College Apartments (after negotiation).  3.Quiz #2 Team Contracts
<b>Ethical issues in negotiation</b>	9/28	Zoom meeting Prepare for the zoom meeting by doing these:	<b>Submit online by 9/27 midnight</b>

		<p>1.Negotiate: <u>Bullard Houses</u> (online simulation)</p> <p>2.Read: “Three Ethical Issues” “Ethics and Profitability of Bluffing in business” Fisher &amp; Ury, Ch. 6-8</p>	<p>1.Strategic preparation notes for the Bullard Houses Negotiation (before negotiation).</p> <p>2.Summary for the Bullard Houses Negotiation (after negotiation – one from each pair).</p> <p>3.Quiz #3</p> <p>4.Team Project Proposal</p>
<b>Decision Making</b>	10/5	<p>Zoom meeting</p> <p>Prepare for the zoom meeting by doing these:</p> <p>1.Negotiate: <u>Stolen Technology</u> (online simulation)</p> <p>2.Watch: Mini-Lecture on Decision Making</p> <p>3.Read: Bazerman &amp; Neale, Chs. 2, 6 Harvey, “The Abilene paradox: The management of agreement” Thompson, “Team decision making: Conformity, pitfalls, and solutions” Fisher &amp; Ury, Ch. 4 (brainstorming and inventing options)</p>	<p><b>Submit online by 10/4 midnight</b></p> <p>1.Strategic preparation notes for the Stolen Technology (before negotiation).</p> <p>2.Summary for the Stolen Technology (after negotiation – one from each team).</p>
	10/12	<b>Midterm 1</b>	<p><b>Submit online by 10/12 midnight</b></p> <p>Your midterm 1 on canvas.</p>
<b>Cross-Cultural Negotiations</b>	10/19	<p>Zoom meeting</p> <p>Prepare for the zoom meeting by doing these:</p> <p>1.Negotiate: <u>Alpha-Beta</u> (online simulation)</p> <p>2.Watch: Mini-Lecture on Culture</p> <p>3.Read: “Negotiation and culture: A Framework” “Negotiating with foreigners” “Rethinking the culture-negotiation link” Fisher &amp; Ury, Ch. 3</p>	<p><b>Submit online by 10/18 midnight</b></p> <p>1.Strategic preparation notes for Alpha-Beta Negotiation (before negotiation).</p> <p>2.Summary for the Alpha-Beta Negotiation (after</p>



			negotiation – one from each pair).  3.Quiz #4
<b>Cross-Cultural Negotiations Cont'd</b>	10/26	Zoom meeting Prepare for the zoom meeting by doing these:  1.Negotiate: <u>Mexico Ventures</u> (online simulation)  2.Read: “Cross-Cultural Interaction” “Ten mistakes to avoid in working with Latin Americans”	<b>Submit online by 10/25 midnight</b>  1.Strategic preparation notes for Mexico Ventures Negotiation (before negotiation).  2.Summary for Mexico Ventures Negotiation (after negotiation – one from each pair).  3.Progress report on final project (1 paragraph on where you are with your project is enough) – one from each team
<b>Group Negotiations</b>	11/2	Zoom meeting Prepare for the zoom meeting by doing these:  1. Negotiate: <u>Towers Market</u> (online simulation)  2.Read: Bazerman & Neale, Chaps. 9-11, 14 “The group and What happens on the way to yes” “Negotiating group decisions”	<b>Submit online by 11/1 midnight</b>  1.Strategic preparation notes for Towers Market Negotiation (before negotiation).  2.Summary for Towers Market Negotiation (after negotiation – one from each team).  3.Quiz #5
<b>Group Diversity &amp; Negotiations</b>	11/9	Zoom meeting Prepare for the zoom meeting by doing these: 1. Participate: <u>Healing</u> (online simulation)  2.Watch:Mini-Lecture on Team chemistry	<b>Submit online by 11/8 midnight</b>  1.Strategic preparation notes for Healing Negotiation (before negotiation).

		3.Read: Cox & Blake, “Managing cultural diversity” “The happiness project” “Bridging faultlines in diverse teams”	2.Summary for Healing Negotiation (after negotiation – one from each team member).  3.Quiz #6
<b>Intergroup Negotiations</b>	11/16	Zoom meeting Prepare for the zoom meeting by doing these: 1. Harborco (online simulation)  2.Read: Fisher & Ury, Ch. 5 and “Ten questions people ask about getting to yes.” Bazerman & Neale, Chaps. 12-13, 16-18	<b>Submit online by 11/15 midnight</b>  1.Strategic preparation notes for Harborco Negotiation (before negotiation).  2.Summary for Harborco Negotiation (after negotiation – one from each team).  3.Homework 1 (find a recent media story on any type of negotiation, highlight all negotiation-related terms and submit it to Canvas, one from each student).
	11/23	Thanksgiving Break! No zoom this week	
	11/30	<b>Midterm 2</b>	<b>Submit your midterm 2 on canvas by 11/30 midnight</b>
<b>Third Parties &amp; Agents</b>	12/7	Zoom meeting Prepare for the zoom meeting by doing these:  1.Negotiate: Southern Electric (online simulation)  2.Read: Bazerman & Neale, Chapters 6 - 8, 15	<b>Submit online by 12/6 midnight</b> 1.Strategic preparation notes for Southern Electric Negotiation (before negotiation).

			<p>2.Summary for Southern Electric Negotiation (after negotiation – one from <u>each team</u>).</p> <p>3.Find a recent media story on any type of negotiation, highlight all negotiation-related terms and submit it on canvas</p>
<b>Final Presentations</b>	12/14	Prepare for your team final presentations*	<p><b>Submit online</b></p> <ol style="list-style-type: none"> <li><b>1. FINAL TEAM PRESENTATIONS (one from each team) due by 12/14</b></li> <li><b>2. FINAL TEAM PAPERS DUE 48 hours after your presentation (one from each team)</b></li> <li><b>3. Group participations form (one from each team) due 48 hours after your presentation</b></li> <li><b>4. Peer evaluations (individual submissions) due within 48 hrs after your presentation.</b></li> </ol>

\* Each team will be asked to record their **final team presentation (about 15 min long)** and upload it to canvas for other teams to watch and comment on.

### **Term project (30% of your grade)**

This project is to be completed in a group of four or three students. The result will be a **class presentation** and a **7 page paper, double spaced**. Each group must submit a one page summary of its project proposal (not graded).

Projects can be defined in many different ways. However, the objective for all projects should be to increase your understanding of negotiations. Projects should require a substantial amount of time over the entire semester.

Some sample projects include:

1. Select a negotiation situation to analyze. You may choose a personal experience, a second-hand experience, a published case, or a situation that has been in the news. Select an incident that is sufficiently rich to provide interesting data for analysis.
2. Conduct a set of interviews with “experts” in a specific applied negotiation context. What are the determinants of negotiation success in this context? Think about investment bankers, purchasing agents, car dealers, real estate agents, lawyers or recruiters.
3. Develop a simulation exercise that could be used in a future offering of this course. Ideally this exercise should tap into some process that you think is important and was overlooked in this course. Be sure to test your exercise on a pilot group. The write-up of the exercise should include: the objectives of the exercise, the exercise itself (in an appendix), the results of the pilot run of the exercise (what surprised you, what needed to be adjusted), and teaching notes for using with this exercise.
4. An ethical problem in negotiation. Why is it an ethical problem? In what ways can it be discussed in the readings)? How might different negotiators resolve this ethical problem?
5. Conduct a set of interviews with a group of non-experts who must negotiate an important event in their lives. What are the determinants of negotiation success in this context? Potential non-experts include seniors negotiating for jobs, individuals buying condos or houses.

This project will be evaluated in terms of the following criteria:

- Intellectual understanding: How well you understand the concepts you employ.
- Creativity: How you extend, modify, or elaborate the concepts.
- Validity: How well you use descriptive data to illustrate the concepts.
- Perceptiveness: How you bring meaning and cohesiveness to the data you report.
- Organization: How clearly written and professionally presented the paper is.

All group members will receive the same grade on the project, subject to adjustments after peer evaluations are taken into account.