

approaches to the material. Lectures and discussion alternate with exercises and simulations. The exercises and simulations include domestic and international cases.

Supplies

Please bring a calculator to aid in the simulations and exercises. Twelve 3x5 inch index cards.
A dark marking pen. masking tape.

Course Objectives

- Develop an understanding of negotiation as a communicative process.
- Become familiar with different forms of negotiation.
- Understand better how to generate options for settlement.
- Gain knowledge of barriers to negotiation success.
- Experience in the process of negotiation in a variety of settings.

Requirements

1. Regular attendance and full participation in class (40%) Large portions of this class will be based on experiential activities, so your active participation in the class is essential. The course is intensive. The topics covered and the knowledge and skills learned build upon one another. Therefore you must attend and actively participate in class and complete assignments on time.

2. Journal (20%) Each participant is required to keep a journal throughout the course. The journal is intended to help integrate each day's material into the participant's personal, professional, and academic life. Journals must be typed (double spaced, 12 point font). Journals should include the following material:

- Thoughts and feelings about the material and exercises presented and practiced in the class. What was particularly useful? What got in the way of learning? Please include the most significant learning you had for each topic/class.
- What were your thoughts and feelings about the reading assignments. What did you find particularly useful, clear, engaging or helpful in relation to class discussions, lectures, and exercises. What was the most significant thing you took from each reading?
- How are you going to use (or even have started to use during the class) the skills and information you learn.

The role of the journal is both reflexive and analytical. It is an opportunity to chart your progress with the material, and to give us feedback about the class. Please make your journal entries concise and thoughtful, not rambling or over general. ("I liked class today" or "I learned a lot today" are not appropriate entries.)

Journals will be most helpful to you if they include ideas that are important to you, conclusions you have drawn, lessons to remember, questions that trouble you, and a synthesis of theory and practice.

Each written assignment is to be turned in via two venues. First, you should submit your written assignments to the course Blackboard site 'Assignments.' Only written assignments received in Blackboard will be counted as "turned in." Second, deposit a printed copy at the PARCC office in 400 Eggers Hall.

Please ensure that your written work is in a file compatible with MSWord 2003, that it uses 12 point font, double spaced with 1 inch margins. Journal are due by 12 noon on Wednesday, **27 May 2009.**

3. Analysis of a negotiation (40%) Each student will write a paper focused on a negotiation they have witnessed, participated in or anticipate. In the paper you should use the theories, approaches, strategies, and techniques presented and practiced in class to critique or plan your negotiation. Documentation of the reasoning behind your strategy is essential. This paper should be double spaced, 12 point font, 1" margins.

For undergraduates the paper should be 10-15 pages long. For graduate students 15-20 pages in length. The papers are due by 4:00pm on Wednesday, **3 June 2009.**

POLICY ON LATE ASSIGNMENTS AND INCOMPLETE GRADES

Papers and assignments are due when indicated on the syllabus. Only under extreme circumstances will I agree to a delay in the submission of assigned material. But, it is essential that you discuss with me in advance your need to be late with an assignment. Assignments that are turned in late without my prior agreement will have one letter grade deducted for each day or portion of a day they are late. No grades of incomplete will be issued unless the circumstances legitimating this grade are discussed with me and I have agreed that an incomplete is warranted.

PLAGIARISM

In all papers and assignments for the class it is important that proper conventions of scholarship be followed. If you use someone else's words, indicate this with quotation marks and a citation. If you make a paraphrase of another person's work, citation is necessary. If you draw substantially on the ideas of another person, credit them. Plagiarism is a very serious matter and grounds for failing the class. If you have any doubt about the meaning of plagiarism please see me.

CELL PHONES AND PAGERS

Please turn off your cell phone or pager before you come to class. If you have extraordinary circumstances that require you to leave your phone or pager turned on please talk with me. Otherwise, after two class disturbances from phone or pager will result in a decrease in course grade.

Rubinstein, Robert A., and Mary LeCron Foster. Editors. 1997. *The Social Dynamics of Peace and Conflict: Culture in International Security*. Dubuque, IA: Kendall Hunt

Thompson, Leigh. 2004. *The Mind and Heart of the Negotiator, Third Edition* Upper Saddle River, NJ: Prentice Hall

Ury, William, Jeanne M. Brett, and Stephen Goldberg. 1993. *Getting Disputes Resolved: Designing Systems to Cut the Costs of Conflict*. Cambridge, MA: Program on Negotiation Books

Course Schedule

>>>*We will adjust this schedule to respond to the needs of the class*<<<

NB: Because of various constraints, we may not always be able to fully discuss all readings. Also, we will remain flexible in the event that other opportunities become available or that it makes sense to rearrange or supplement material. This means that we might not do some of the simulations on the schedule, and may possibly substitute others.

NB: In the exercises and simulations you will sometimes receive confidential instructions in addition to instructions that are common to each party. It is critical that you not share these instructions with participants who have different roles. When we debrief an activity you will often learn what instructions others had. Please do not share your confidential instructions with other students in the class until an instructor has indicated you may do so.

Sunday

4:00 pm	Greetings Overview Syllabus Review Self Introductions
5:45 - 6:15 pm	BREAK (bring something for dinner or order out, bring cash)
6:15 -7:30 pm	Prepare and Negotiate “Buying a House”
7:30 – 8:15 pm	Discuss “Buying a House”
8:15-9:00 pm	Session Review /Distribute “Personal Bargaining Inventory” and “Negotiation Quiz” / “Trust Scale”

Reading for Monday

Getting to Yes: Negotiating Agreement Without Giving In. Roger Fisher and William Ury. New York: Penguin Books.
 “The Nature of Conflict” (Chapter 2) Pp, 32-53 in William Wilmot and Joyce Hocker, *Interpersonal Conflict, Fifth Edition.*

Monday

9:00 – 9:30 am	The nature of conflict, discuss “Personal Bargaining Inventory”
9:30 – 10:30 am	Distributive and integrative bargaining
10:30 - 10:45 am	BREAK
10:45 – 11:00 am	Prepare “Grand Strand”
11:00 am -12:00 pm	Negotiate “Grand Strand”
12:00 – 12:15 pm	Discussion of “Grand Strand”
12:15 – 1:30 pm	LUNCH
1:30 – 2:00 pm	Conflict Theory: Integrative Negotiations
2:00 – 2:10 pm	Introduce “Diego Primadonna”
2:10 – 2:30 pm	Prepare “Diego Primadonna”

2:30 - 3:30 pm	Negotiate “Diego Primadonna”
3:30 – 3:45 pm	BREAK
3:45 – 4:15 pm	Discuss “Diego Primadonna”
4:15 – 4:45 pm	Review: Positional, Distributive, Integrative Negotiations Issues, Interests, Positions, Values, BATNA
4:45 – 5:00pm	Session Review

Readings for Tuesday

- “Styles and Tactics” (Chapter 5), Pp.110-153 in William Wilmot and Joyce Hocker, *Interpersonal Conflict, Fifth Edition*.
- “Anatomy of a Crisis,” William Ury and Richard Smoke, Pp. 47-54 in *Negotiation: Theory and Practice*.
- “The Nature of Power,” Kenneth Boulding, Pp.180-192 in *Negotiation: Readings, Exercises and Cases, Third Edition*.
- “The Role of Personality in Successful Negotiating” Roderick Gilkey and Leonard Greenhalgh, Pp: 279-290 in *Negotiation: Theory and Practice*.
- “Step into My Parlor: A Survey of Strategies and Techniques for Effective Negotiation,” Terry Anderson, Pp. 127-135 in *Negotiation: Readings, Exercises and Cases, Third Edition*.
- “The Contentiousness of Disputes,” Elizabeth Colson, Pp. 65-82 in *Understanding Disputes: The Politics of Argument*.

Tuesday

9:00 – 9:30 am	Review: Positional, Distributive, Integrative Negotiations Issues, Interests, Positions, Values, BATNA
9:30 – 9:45 am	Introduce “Computron”
9:45 – 10:15	Prepare Computron
10:15 – 11:00 am	Negotiate “Computron”
11:00 – 11:15 am	BREAK
11:15 – 12:30 am	Approaches to preparing for negotiations: Four Quadrants, Seven Elements, External Standards, Framing Effects.
12:30 – 1:30 pm	LUNCH
1:30 – 2:15 pm	Introduce, prepare and negotiate “Ultimatum”

2:15 – 2:45 pm	Discuss “Ultimatum”
2:45 – 3:00 pm	BREAK
3:00 – 3:45 pm	Clarifying Issues, Interests and Opportunities (options) Negotiation skills: asking questions and listening
3:45 – 4:45 pm	Listening and Framing Persuasion and Evaluation
4:45 – 5:00 pm	Session Review

Readings for Wednesday

“Framing and Reframing,” Deborah Tannen, Pp. 68-77 in *Negotiation: Readings, Exercises and Cases, Third Edition*.

“Generate Fresh Ideas,” Roger Fisher, Elizabeth Kopelman and Andrea Schneider, Pp. 67-94 in *Beyond Machiavelli: Tools for Coping with Conflict*.

“Saying You’re Sorry,” Stephen Goldberg, Eric Green, and Frank Sander, Pp. 141-144 in *Negotiation: Theory and Practice*.

“Breaking Away from Subtle Biases,” J. William Breslin, Pp. 247- 250 in *Negotiation: Theory and Practice*.

Wednesday

	<u>Guest seminar leader: Dr. Sandra Lane.</u>
9:00 – 10:15 am	Elements of successful negotiation Gender and Negotiation Culture and Negotiation
10:15 – 10:30 am	BREAK
10:30 – 11:30 am	Elements of successful negotiation Gender and Negotiation Culture and Negotiation
11:30 – 12:30 pm	LUNCH
12:30 – 12:45 pm	Introduction to multiparty negotiations and group process
12:25 – 1:30 pm	Conduct “Low Price Promotion”
1:30 – 2:00 pm	Discuss “Low Price Promotion” / Communication

2:00 – 2:15 pm	BREAK
2:15 – 3:00	Negotiation tricks and ploys
3:00 – 4:45 pm	View <i>12 Angry Men</i>
4:45 – 5:00 pm	SESSION REVIEW / DISTRIBUTE “TRUST SCALE”

Readings for Thursday

“Negotiating Power: Getting and Using Influence,” Roger Fisher, Pp. 127 –140 in *Negotiation: Theory and Practice*.

“Collaboration: The Constructive Management of Differences,” Barbara Gray, Pp. 111-126 in *Negotiation: Readings, Exercises and Cases, Third Edition*.

“Negotiating Rationally: The Power and Impact of the Negotiator’s Frame,” Margaret Neale and Max Bazerman, Pp. 149-159 in *Negotiation: Readings, Exercises and Cases, Third Edition*.

“Introduction,” Robert Mnookin and Lee Ross, Pp. 3-24 in *Barriers to Conflict Resolution*.

“Civilization and its Negotiations,” Laura Nader, Pp. 39-65 in *Understanding Disputes: The Politics of Argument*.

Thursday

9:30 – 10:15 am	Negotiation in Organizations Introduce and prepare “Elmwood Hospital Dispute”
10:15 -- 10:30 am	BREAK
10:30 – 11:30 am	Negotiate “Elmwood Hospital Dispute”
11:30 – 12:00 pm	Discuss “Elmwood Hospital Dispute” and discussion of trust, power and problem solving
12:00 – 1:00 pm	LUNCH
1:00 – 2:30 pm	Hostage negotiation <i>Talk to Me</i>
2:30 – 2:45 pm	BREAK
2:45 – 3:30 pm	Introduce and prepare “Tipal Dam”
3:30 – 4:15 pm	Negotiate “Tipal Dam”

4:30 – 5:00 pm

Begin discussion of “Tipal Dam”
Instructions for Peterson Cultural Styles Indicator

Readings for Friday

“Negotiation and Culture: A Framework,” Jeanne Brett, Pp. 1-23 in *Negotiating Globally: How to Negotiate Deals, Resolve Disputes, and Make Cultural Decisions Across Cultural Boundaries*.

“Culture Matters” Jeanne Brett, Pp. 203-209 in *Negotiating Globally: How to Negotiate Deals, Resolve Disputes, and Make Cultural Decisions Across Cultural Boundaries*.

“Cross-cultural Considerations in Complex Peace Operations” Robert A. Rubinstein, *Negotiation Journal*, January 2003.

Friday

9:00 – 10:30 am	Continue discussion of “Tipal Dam”
10:30 – 10:45 am	BREAK
11:45 – 12:30 pm	Prepare “Lodging Merger”
12:30 – 1:30 pm	LUNCH
1:30 – 2:30 pm	Negotiate “Lodging Merger”
2:30 – 3:15 pm	Discuss “Lodging Merger”
3:15 – 3:30 pm	BREAK
3:30 – 4:00 pm	Culture and Negotiation
4:00 - 5:00 pm	WEEK WRAP UP / Evaluation / Final Comments and Questions.