

## Course Syllabus

# Negotiation

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Spring 2021

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**Office Hours by Appointment:** Students are encouraged to take advantage of meeting with me to discuss any matters of concern or interest. I am available to meet with you virtually by appointment. Please send me a message to arrange a time to meet.

### **Required Books (please purchase books in advance of the class)**

Negotiation: Harvard Business Essentials Guide to Negotiation, Michael Wheeler. Harvard Business School Press Paperback: 208 pages, Harvard Business Press (July 1, 2003). ISBN-10: 1591391113 ISBN-13: 978-1591391111

Influence: The Psychology of Persuasion, Robert B. Cialdini. Harper Paperbacks; Revised Edition (December 26, 2006). ISBN-10: 006124189X

Never Split the Difference: Negotiating As If Your Life Depended On it, Chris Voss. Paperback: 288 pages, VOSS/RAZ (March 23, 2017) ISBN-10 : 1847941494: ISBN-13 : 978-1847941497

### **Required Reading (provided by Professor on Canvas)**

Getting to Yes: Negotiating Agreement Without Giving In. Roger Fisher and William Ury. (No need to purchase this book as it will be posted on Canvas in PDF format)

### **Recommended Reading:**

- Getting More: How You Can Negotiate to Succeed in Work and Life. 2012. Stuart Diamond. Three Rivers Press. ISBN-10: 0307716902

**General:** Negotiation is an art and a social process that can be analyzed, understood and modeled; it is a learnable and teachable skill set. Negotiators are developed, not born, and skills can be improved and relearned throughout life. Improvements in negotiating behavior require a combination of intellectual training and behavioral skill development. Thus, the most effective approaches to teaching negotiations integrate both intellectual analysis and skill development. Each week will focus on both areas. Readings, videos, and podcasts will help

your analysis. Participation in negotiation simulations and debriefing those simulations will develop your skills.

**Structure:** Our online course week runs from Thursday at 10 a.m. through Wednesday night at midnight. Unless I have indicated otherwise, all work for each week must be completed within that week. Every Thursday morning students will receive a “weekly message” from me that outlines the expectations and assignments for the week ahead. Make sure to open and read that message in its entirety.

**Expectations and Participation:** You are expected to stay up to date with the course work and participate in all exercises. Participation will require that you arrange and spend time with other classmates for synchronous negotiation exercises each week. Assignments include cases, negotiation exercises, journal entries, role-plays, questionnaires, and exams.

**Non-disclosure:** To make the course and grading fair for this and future sections of the course, students must do all of the following:

- Keep role-specific, confidential information to themselves except as they may choose to disclose it in the actual negotiation exercises;
- Make no efforts, other than in the course of negotiations, to discover the contents of the private information given to their counterparts ;
- Refrain from discussing the exercises and results of negotiations with other students until they are *certain* that the person with whom they are speaking has completed the exercise and discussed it in class.
- Students should not discuss the exercises with students who are not currently enrolled in this course.

The professor considers intentional violations of these rules to constitute a breach of the ethics and academic integrity guidelines of this institution. By continuing your enrollment in this course you are affirming that you agree to abide by the non-disclosure rules above. If you are unwilling to abide by these rules I suggest you drop the class.

**No Late Assignments:** Students should complete all assignments on time. Late assignments will not be accepted unless approved in advance. All assignments must be submitted in Canvas, not by email.

**Rutgers University Disability Policy:** Rutgers University welcomes students with disabilities into all of the University's educational programs. In order to receive consideration for reasonable accommodations, a student with a disability must contact the appropriate disability services office at the campus where you are officially enrolled, participate in an intake interview, and provide documentation:

<https://ods.rutgers.edu/students/documentation-guidelines>. If the documentation supports your request for reasonable accommodations, your campus's disability services office will provide you with a Letter of Accommodations. Please share this letter with your instructors and discuss the accommodations with them as early in your courses as possible. To begin this

process, please complete the registration form on the ODS website at <https://ods.rutgers.edu/students/registration-form>.

**Academic Integrity:** Academic integrity requires that all academic work be wholly the product of an identified individual or individuals. Students must assume responsibility for maintaining honesty in all work submitted in this course. Students are also expected to report any incident of academic dishonesty to the instructor or dean. Students are expected to be familiar with all Rutgers University policies regarding academic integrity. You can find the policy here: <http://academicintegrity.rutgers.edu>

**Changes to Syllabus and Course Content:** This syllabus is not a contract and is only intended to give the student guidance in what may be covered during the semester and will be followed as closely as practicable. However, the professor reserves the right to modify, supplement, and make changes to the syllabus and the course as course needs arise.

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### **Grading:**

Total Possible Course Points 1,000

Midterm Exam: 260

Final Exam: 300

Participation: 440 points

Includes Negotiation Exercises, Forum Discussions, Journal Entries, and a Personal Negotiation Analysis

1. Used Porsche Sale
2. Mirrors and Labels Reflection
3. Shoe Repair Shop
4. Using "No" Reflection
5. Hoop Dreams
6. BeautiLawn Job Assignment
7. WROX and Bob Esposito Discipline
8. Tamarack vs. Twin City Mining Co.
9. Harvard Law School Drug Testing
10. Personal Negotiations Reflection
11. Sluggers Come Home Journal Entry

**Negotiation Journal Entries:** You will complete online Negotiation Journal entries that review each of the negotiation exercises. There will be a preparation component and a debrief of the exercise. If I do not provide an alternate format for the entry, please use the format below.

**\*Personal Negotiation Analysis:** During the semester, you will conduct a negotiation of personal significance (on your own outside of class) using concepts learned in this course. You will write a two-page, double-spaced, analysis of your application of negotiation theory in your preparation, negotiation performance, and the outcome. Your analysis must reference at least three (3) negotiation concepts from the assigned readings.

**Format for Negotiation Journal Entries:**

Your Name:

Counterparts' Name(s):

Name of Negotiation Exercise:

**Journal Entries**

Part 1: Pre-negotiation prep

1. If you are unable to reach an agreement, what are your alternatives (BATNA)?
2. What are your real interests in these negotiations?
3. What are your "must-haves" and "like to have/s"?
4. What NOs do you expect to hear, and how will you overcome them?
5. What strategies might you use in this negotiation?

Part 2: Describe the Negotiation

1. When, where, how did the Negotiation take place?
2. The outcome of the negotiation, a brief description of the process, and the best explanation of this result.
3. In what ways were you satisfied/dissatisfied with the outcome?
4. What do you think you did well in the negotiation?
5. My most important negotiation mistake, what could be improved?
6. My counterpart's most important negotiation mistake
7. The most important takeaway from negotiation (what did you learn)?
8. Give two examples of how you tried to apply the negotiation theory from the related assigned readings to the actual negotiation.

Note: Missing or late journal entries are graded as a zero.

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**Schedule:**

**Week 1: Introduction to Negotiations**

Readings:

- Harvard Business Essentials Guide to Negotiation, Introduction, Chapters 1, 2 and 3
- Never Split the Difference, Chapter 1
- Negotiation, Lewicki, Chapter 1, "The Nature of Negotiation"

#### Assignments:

- Complete the Bargaining Styles Assessment: Download the two attachments. Then, use the worksheet to determine your bargaining style.
- Forum Discussion: Introduce yourself to the class and tell us a little about any negotiation experiences you have had. Tell us one or two things you'd like to get out of this course.
- Review Course Syllabus and Complete your Canvas Profile

### **Week 2: Distributive and Integrative Negotiations**

#### Readings:

- Negotiation, Lewicki, Chapter 2, Distributive Bargaining
- Negotiation, Lewicki, Chapter 3, Integrative Negotiations
- BATNA Basics

#### Assignments:

- Negotiation Exercise: Used Porsche sale/purchase negotiation exercise
- Journal Entry of Porsche exercise

### **Week 3: Weapons of Influence**

#### Readings:

- The Psychology of Persuasion, Robert B. Cialdini, Chapters 1 and 2
- Never Split the Difference, Chapter 2, Be a Mirror, and Chapter 3, Don't Feel Their Pain, Label It

#### Assignments:

- "Mirrors and Labels" Exercise
- Journal Entry for Mirrors and Labels Exercise

### **Week 4: Table Tactics**

#### Readings:

- Harvard Business Essentials Guide to Negotiation, Chapters 4 and 5
- Never Split the Difference, Chapter 4, Beware Yes, Master NO

#### Assignments:

- Negotiation Exercise: Shoe Repair Shop negotiation
- Negotiation Journal Entry for Shoe Repair negotiation
- Reflection on using "No-oriented" questions

## **Week 5: Overcoming Structural and Emotional Barriers to Agreement**

### Readings:

- Harvard Business Essentials Guide to Negotiation, Chapters 6 and 7
- Never Split the Difference, Chapters 5 and 6

### Assignments:

- Negotiation Exercise: Hoop Dreams
- Journal Entry for Hoop Dreams

## **Week 6: Communication and Empathy**

### Readings:

- Negotiation, Lewicki, Chapter 7, Communication
- Never Split the Difference, Chapter 7, Create the Illusion of Control and Chapter 9, Bargain Hard

### Assignments:

- Review for the Midterm Exam

## **Week 7: MIDTERM EXAM**

## **Week 8: Building Relationships and Representing Others**

### Readings:

- Harvard Business Essentials Guide to Negotiation, Chapters 8, 9, 10
- Negotiation, Lewicki, Chapter 9, Relationships in Negotiation

### Assignments:

- Salary and Benefits Negotiation
- Journal Entry for Salary and Benefits Negotiation
- OR
- Negotiation Exercise: WROX and Bob Esposito disciplinary action negotiation
- Journal Entry for WROX and Bob Esposito

## **Week 9: Foundations of Effective Negotiation**

### Readings:

- The Psychology of Persuasion, Robert B. Cialdini, Chapter 3 (Commitment and Consistency)

### Assignments:

- Negotiation Exercise: BeautiLawn negotiation
- Journal Entry: BeautiLawn

## **Week 10: The Big Picture—Approaches to Resolving Disputes**

Readings:

- The Psychology of Persuasion, Robert B. Cialdini, Chapter 5 (Liking)
- Summary or entirety of the book, "*Getting to Yes*"
- Interests, Rights, and Power-Three Ways to Resolve Disputes

Assignments:

- Negotiation Exercise: Tamarack vs. Twin City Mining Co.
- Journal Entry for Tamarack vs. Twin City Mining Co.

### **Week 11: Multiparty Negotiation**

Readings:

- Negotiation, Lewicki, Chapter 10, Multiple Parties, Groups, and Teams in Negotiation

Assignments:

- Negotiation Exercise: Harvard Law School drug testing negotiation
- Journal for Harvard Law School negotiation

### **Week 12: Ethics in Negotiation**

Readings:

- Negotiation, Lewicki, Chapter 5, Ethics in Negotiation

Assignments:

- Negotiation Exercise: Personal Negotiation
- Journal Entry for Personal Negotiation

### **Week 13: Review of Key Principles**

- Video: Stanford Video Guide to Negotiating: "Sluggers Come Home"

Assignments:

- Journal Entry for "Sluggers Come Home" video
- Review for Final Exam

Week 14:

- **Final Exam**