

Course Syllabus¹

Negotiation

Course No. 37:575:326:01 (undergraduate)
38:578:505:01 (graduate)

Spring, 2020

Professor William Dwyer
wmd3@smlr.rutgers.edu

Teaching Assistants
Sarah Sawaged sawagedsarah@gmail.com
Bianca D'Amore bd395@scarletmail.rutgers.edu

BRING A LAPTOP OR A TABLET TO CLASS!

Required Textbooks for All Students:

- Negotiation: Harvard Business Essentials Guide to Negotiation² 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

Additional Required Textbooks for All Grad Students:

- Getting to Yes: Negotiating Agreement Without Giving In. Roger Fisher and William Ury. (No need to purchase this as I will provide in pdf format)

Recommended (not Required) for All Students:

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

General: Negotiation is a social process that can be analyzed, understood, and modeled; it is a learnable and teachable skill set. Negotiators are made, 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 class meeting will be divided into two parts. The first part will focus on analysis relying mostly on lecture, and the second part will require students to participate in negotiation simulations and case analyses.

Class Preparation and Participation: This course will require students to come prepared to class. There are two forms of preparation: readings and assignments.

¹ This syllabus is subject to change.

² You should be aware of two errors in the Harvard Business Essentials book. The 5th bullet on page 45 links distributive bargaining with win-win bargaining. It should say win-lose bargaining. Also, on page 68, the first sentence should state integrative bargaining, not distributive.

Students are expected to attend every class, and to be prepared and ready to participate. The grading relies heavily on the assignments. Students should complete all readings and assignments on time. **Late assignments will not be accepted unless approved in advance.**

Readings have been assigned to provide an understanding of activities just completed in class, or to set the stage for upcoming activities. A blend of readings have been selected that combine analysis with detailed examples and applications. Students will be responsible for completing the reading assignments.

Assignments are cases, exercises, role-plays, and questionnaires that must be completed for class, or in between class periods. It is essential that students be prepared by reading the assigned case or briefing information and completing the required assignment or write-up.

Grading:	
Assignments, Preparations and Role Play Write-ups	1/3
Midterm Exam	1/3
Final Exam	1/3

Students are expected to be prepared for class, to attend every class, and to complete the required negotiation simulation exercises and write-ups. Most of the exercises will have a written preparation form and a debrief form for you to submit.

Absences: Attendance is required. Please report any absence in advance unless you have a sudden and unexpected illness or emergency. Do not call or email me directly to report an absence. Absences MUST be reported by using the university absence reporting website <https://sims.rutgers.edu/ssra> to indicate the date and reason for your absence. An email will be automatically sent to me.

Office Hours: Students are strongly encouraged to take advantage of meeting to discuss any matters of concern or interest. I am available to meet in my office at the Labor Education Center on the Cook/Douglass Campus most weekdays by appointment.

Schedule of classes:

Class 1: Introduction to Negotiations

- Review of Syllabus
- Exercise: The Employee Exit Interview
- Assignment 1:
 - Bargaining for Advantage, G. Richard Shell, Bargaining Styles Assessment Tool
 - Submit results for exercise: The Employee Exit Interview

- Read Harvard Business Essentials Guide to Negotiation, Introduction, Chapters 1, 2 and 3

Class 2: Distributive and Integrative Negotiations

- Debrief: The Employee Exit Interview
- Review Harvard Business Essentials Guide to Negotiation, Introduction, Chapters 1, 2 and 3
- Exercise: Used Porsche
- Assignment 2:
 - Read The Psychology of Persuasion, Robert B. Cialdini, Chapters 1 & 2
 - Read BATNA Basics posted on Sakai under “Assignments”
 - Submit results of Porsche sale/purchase negotiation exercise

Class 3: Weapons of Influence

- Debrief: Used Porsche exercise
- Review The Psychology of Persuasion, Robert B. Cialdini, Chapters 1 & 2
- Exercise: Shoe repair shop sale negotiation
- Assignment 3:
 - Submit results for shoe repair shop negotiation exercise
 - Read Harvard Business Essentials Guide to Negotiation, Chapters 4 and 5

Class 4: Table Tactics

- Debrief: Shoe repair shop sale negotiation
- Review Harvard Business Essentials Guide to Negotiation, Chapters 4 and 5
- Exercise Pemberton's dilemma (group 1)
- Assignment 4:
 - Submit results of Pemberton's dilemma negotiation exercise (group 1)
 - Read Harvard Business Essentials Guide to Negotiation, Chapters 6 and 7

Class 5: Barriers, Problems, and Mental Errors in Reaching an Agreement

- Review Harvard Business Essentials Guide to Negotiation, Chapter 6 and 7
- Exercise Pemberton's dilemma (group 2)
- Assignment 5:
 - Submit results of Pemberton's dilemma negotiation exercise (group 2)

Class 6: Empathy

- Debrief: Pemberton's dilemma
- Review Harvard Business Essentials Guide to Negotiation, Chapter 6 and 7 (continued)
- Review for the midterm exam
- Exercise: “hoop dreams”
- Assignment 6:
 - Submit results for “hoop dreams” negotiation exercise
 - Study for the midterm exam

Class 7: MIDTERM EXAM

- Assignment 7:
 - Read Harvard Business Essentials Guide to Negotiation, Chapters 8 and 9

Class 8: Building Relationships and Representing Others

- Debrief “hoop dreams” negotiation exercise
- Review Harvard Business Essentials Guide to Negotiation, Chapters 8 and 9
- Review of midterm exam results
- Exercise: BeautiLawn job assignment negotiation
- Assignment 8:
 - Submit results of BeautiLawn negotiation exercise
 - Read Harvard Business Essentials Guide to Negotiation, Chapter 10

Class 9: Foundations of Effective Negotiation

- Debrief BeautiLawn job assignment negotiation
- Review Harvard Business Essentials Guide to Negotiation, Chapter 10
- Exercise: WROX and Bob Esposito disciplinary action negotiation
- Assignment 9:
 - Submit results of WROX and Bob Esposito disciplinary action negotiation exercise
 - Read The Psychology of Persuasion, Robert B. Cialdini, Chapter 3 (Commitment and Consistency)
 - Read the summary of the book, “*Getting to Yes*” that is posted on Sakai under “assignments”

Class 10: Getting To Yes

- Debrief WROX and Bob Esposito disciplinary action negotiation
- Review The Psychology of Persuasion, Robert B. Cialdini, Chapter 3 (Commitment and Consistency)
- Review Getting To Yes, Fischer and Ury
- Exercise: Tamarack vs. Twin City Mining Co.
- Assignment 10:
 - Submit results of Tamarack vs. Twin City Mining Co. negotiation exercise
 - Read The Psychology of Persuasion, Robert B. Cialdini, Chapter 5 (Liking)
 - Read, “Interests, Rights and Power – Three Ways to Resolve Disputes” posted on Sakai

Class 11: Interests, Rights & Power

- Debrief: Tamarack vs. Twin City Mining Co.
- Review The Psychology of Persuasion, Robert B. Cialdini, Chapter 5 (Liking) and “Interests, Rights and Power – Three Ways to Resolve Disputes” posted on Sakai
- Exercise: Harvard Law School drug testing negotiation
- Assignment 11:

- Submit results of Harvard Law School drug testing negotiation exercise

Class 12: Multiparty Negotiation (cont'd)

- Debrief: Harvard Law School drug testing negotiation
- Review negotiating a job offer
- Exercise: Pasta Wars part I
- Assignment 12a:
 - Submit results of Pasta Wars negotiation exercise

Class 13: “Moves and Turns” negotiation analysis

- Review negotiating a job offer
- Exercise: Pasta Wars part II
- Assignment 12b:
 - Submit results of Pasta Wars negotiation exercise

Class 14: Wrap-up

- Course Summary
 - Final Exam Review
 - Debrief: Pasta Wars
- Assignment 13:
 - Study for the final exam

Class 15:

- Final Exam

The Fine Print:

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 web site at: <https://ods.rutgers.edu/students/registration-form>.

Learning Objectives. The student is able to:

Labor Studies and Employment Relations Department:

- Apply employment relations concepts, and substantive institutional knowledge, to understanding contemporary developments related to work. (Goal 2).
- Work productively in teams, in social networks, and on an individual basis (Goal 13).

School of Management and Labor Relations:

- VI. Application – Demonstrate an understanding of how to apply knowledge necessary for effective work performance Applying negotiating skills effectively is essential in employment

relations, not only in collective bargaining, but also in the course of many organizational activities.

- VII. Professional Development – Demonstrate an ability to interact with and influence others in a professional manner, and to effectively present ideas and recommendations Superior negotiators interact with and influence others in a professional manner

Additional Course Objective(s) from the Instructor:

Demonstrate an understanding of key concepts including distributive and integrative bargaining, selecting the optimal bargaining style in accordance with the dual concerns framework, and effective preparation for negotiations.

Revised 12/30/19