Negotiations:  
37:575:326:01 Spring 2014  
Professors Jeffrey Keefe & William Dwyer  
jkeefe3@cs.com & william.dwyer@rutgers.edu  
School of Management and Labor Relations Rutgers University  
PLEASE BRING A LAPTOP OR TABLET TO CLASS  

Required Textbooks:  


Recommended:  


The topic of this class is negotiations. Negotiations 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. Students are expected to attend every class, and to be prepared and ready to participate. Each student is allowed one absence. The grading relies heavily on the assignments. Students should complete all readings and assignments on time. Late assignments will receive grade reductions. Students can miss one assignment.  

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 50%
Attendance 10%
Midterm Exam 20%
Final Exam 20%

Students are expected to be prepared for class, to attend every class, and to complete the required role-plays and write-ups in class. Class attendance is expected unless the instructor is notified. Missing a role-play or simulation is not acceptable, except for reasons of a medical or family emergency.

Class 1: Introduction to Negotiations
Jan 23
- Negotiations: Syllabus
- Assignment 1:
  - Bargaining for Advantage, G. Richard Shell, Bargaining Styles Assessment Tool
  - Bargaining Style Assessment Tool
  - Exercise: The Exit Interview and debrief

Class 2: Distributive and Integrative Negotiations
Jan 30
- Harvard Business Essentials Guide to Negotiation, Introduction, Chapters 1, 2 and 3
  - Debrief: The Exit Interview

Every Exercise will have a written Preparation Form and a Debrief to submit
- Exercise: Used Car

Class 3: Weapons of Influence
Feb 6
- The Psychology of Persuasion, Robert B. Cialdini, Chapters 1 & 2
  - Use Car
  - Exercise: Shoe Repair

Class 4: Table Tactic
Feb 13
- Harvard Business Essentials Guide to Negotiation, Chapters 4 and 5
- Debrief: Shoe Repair
- Exercise Pemberton's Dilemma

Class 5 Barriers, Problems, and Mental Errors in Reaching an Agreement  
Feb 20

- Exercise: Hoop Dreams

Class 6 Empathy  
Feb 27

- "In My Lifetime and Fog of War"

- Debrief Hoop Dreams

Class 7: Building Relationships and Representing Others  
Mar 6


**MIDTERM MAR 13**

**SPRING BREAK MAR 20**

Class 8 Foundations of Effective Negotiation  
Mar 27


- *The Psychology of Persuasion*, Robert B. Cialdini, Chapter 3 (Commitment and Consistency), Chapter 5 (Liking)

Class 9: The Big Picture (Three Approaches to Resolving Disputes)  
April 3

- *Three Approaches to Resolving Disputes: Interests, Rights and Power*,

- Exercise: Bob Esposito

Class 10: Multiparty Negotiations  
April 10

- Connecticut Valley School Negotiation
Class 11: Prep for Graded Bargaining Exercise  
April 17  
- Prep for Graded Bargaining Exercise, Preparation and Negotiations  
- Bargaining Exercise -- Preparation  
- Bargaining Exercise -- Negotiation  

Class 12. Graded Bargaining Exercise  
April 24  
- Graded Bargaining Exercise, Preparation and Negotiations  
- Bargaining Exercise -- Preparation  
- Bargaining Exercise -- Negotiation  

Class 13 Overview of Negotiations as a Complex Social Adaptive Process  
May 1  
- De-Brief of Prep for Graded Bargaining Exercise, Preparation and Negotiations  

Class 13: In-class Final Exam  
May 8  

The End