

# Negotiation

37:575:326:01 (Undergraduate)

38:578:505:01 (Graduate)

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Rutgers University

School of Management and Labor Relations

PLEASE BRING A LAPTOP OR A TABLET TO CLASS

## Required Textbooks for All Students:

- 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 Amazon \$13.57
- Influence: The Psychology of Persuasion Robert B. Cialdini. Harper Paperbacks; Revised edition (December 26, 2006). ISBN-10: 006124189X Amazon \$12.23

## Required for Graduate Students:

- Getting to Yes: Negotiating Agreement Without Giving In Roger Fisher and William Ury. Penguin Books Paperback. ISBN-10: 0143118757 Amazon \$9.40

## Recommended for All Students:

- Getting More: How You Can Negotiate to Succeed in Work and Life. 2012. Stuart Diamond. Three Rivers Press. ISBN-10: 0307716902 Amazon \$10.40

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. 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 receive 50% grade reductions.

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.

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Grading:

Assignments, Preparations and Role Play Write-ups	40%
Midterm Exam	30%
Final Exam	30%

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Students are expected to be prepared for class, to attend every class, and to complete the required role-plays and write-ups in class. Every Exercise will have a written Preparation Form and a Debrief to submit.

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 by appointment.

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Class 1: Introduction to Negotiations

September 2

- Review of Syllabus
- Assignment 1: Bargaining for Advantage, G. Richard Shell, Bargaining Styles Assessment Tool
- Bargaining Style Assessment Tool (Due before midnight Sunday 9/7)
- Exercise: The Employee Exit Interview and debrief

Class 2: Distributive and Integrative Negotiations

September 9

- Harvard Business Essentials Guide to Negotiation, Introduction, Chapters 1, 2 and 3
- Debrief: The Employee Exit Interview
- Exercise: Used Car

Class 3: Weapons of Influence

September 16

- The Psychology of Persuasion, Robert B. Cialdini, Chapters 1 & 2
- Debrief: Used Car
- Exercise: Shoe Repair

Class 4: Table Tactics

September 23

- Harvard Business Essentials Guide to Negotiation, Chapters 4 and 5

- Debrief: Shoe Repair
- Exercise Pemberton's Dilemma Part 1

Class 5: Barriers, Problems, and Mental Errors in Reaching an Agreement  
September 30

- Harvard Business Essentials Guide to Negotiation, Chapter 6 and 7
- Exercise Pemberton's Dilemma Part 2

Class 6: Empathy  
October 7

- Cinema: "The Cuban Missile Crisis - Declassified"
- Exercise: Hoop Dreams
- Debrief: Pemberton's Dilemma

Class 7: Building Relationships and Representing Others  
October 14

- Harvard Business Essentials Guide to Negotiation, Chapter 8 and 9
- Debrief Hoop Dreams

Class 8: **MIDTERM EXAM OCTOBER 21**

Class 9: Foundations of Effective Negotiation  
October 28

- Harvard Business Essentials Guide to Negotiation, Chapter 10
- The Psychology of Persuasion, Robert B. Cialdini, Chapter 3 (Commitment and Consistency), Chapter 5 (Liking)

Class 10: The Big Picture (Three Approaches to Resolving Disputes)  
November 4

- Three Approaches to Resolving Disputes: Interests, Rights and Power,
- Exercise: Bob Esposito

Class 11: Multiparty Negotiations  
November 11

- Connecticut Valley School Negotiation

Class 12: Prep for Graded Bargaining Exercise  
November 18

- Prep for Graded Bargaining Exercise, Preparation and Negotiations
- Bargaining Exercise -- Preparation
- Bargaining Exercise -- Negotiation

Class 13: Graded Bargaining Exercise  
December 2

- Graded Bargaining Exercise, Preparation and Negotiations

- Bargaining Exercise -- Preparation
- Bargaining Exercise -- Negotiation

Class 14: Overview of Negotiations as a Complex Social Adaptive Process  
December 9

- Debrief of Prep for Graded Bargaining Exercise, Preparation and Negotiations
- Course Summary and Review for Final Exam

Class 15: **Final Exam December 16**

*Revised 7/2/15*