

# Negotiation

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Spring, 2016

Thursday 5:35 – 8:35 pm

Cook/Douglas Lecture Hall 109

Professor William Dwyer

[wdwyer@work.rutgers.edu](mailto:wdwyer@work.rutgers.edu)

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

## Recommended for All Students:

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

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Schedule of classes (subject to modification):

Class 1: Introduction to Negotiations

January 21

- Review of Syllabus
- Assignment 1: Bargaining for Advantage, G. Richard Shell, Bargaining Styles Assessment Tool
- Bargaining Style Assessment Tool (Due before midnight Sunday 9/6)
- Exercise: The Employee Exit Interview and debrief

Class 2: Distributive and Integrative Negotiations

January 28

- 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

February 4

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

Class 4: Table Tactics

February 11

- Harvard Business Essentials Guide to Negotiation, Chapters 4 and 5
- Debrief: Shoe Repair
- Exercise Pemberton's Dilemma Group 1

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

February 18

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

Class 6: Empathy

February 25

- Cinema: "The Cuban Missile Crisis - Declassified"
- Exercise: Exercise Pemberton's Dilemma Group 3

Class 7: Building Relationships and Representing Others

March 3

- Harvard Business Essentials Guide to Negotiation, Chapters 8 and 9
- Debrief Pemberton's Dilemma
- Review for midterm exam
- Exercise: "Hoop Dreams"

Class 8: **MIDTERM EXAM MARCH 10**

Class 9: Foundations of Effective Negotiation

March 24

- Harvard Business Essentials Guide to Negotiation, Chapter 10
- Debrief Hoop dreams
- Exercise: BeautiLawn

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

March 31

- The Psychology of Persuasion, Robert B. Cialdini, Chapter 3 (Commitment and Consistency)
- Also read, "Interests, Rights and Power – Three Ways to Resolve Disputes" posted on Sakai
- Debrief BeautiLawn
- Exercise: WROX and Bob Esposito

Class 11: Multiparty Negotiations

April 7

- The Psychology of Persuasion, Robert B. Cialdini, Chapter 5 (Liking)

- Debrief WROX and Bob Esposito
- Exercise: Connecticut Valley Schools

Class 12: Prep for Graded Bargaining Exercise

April 14

- Three Approaches to Resolving Disputes: Interests, Rights and Power
- Prep for Graded Bargaining Exercise, Preparation and Negotiations
- Debrief Connecticut Valley Schools
- Exercise: Tamarack vs. Twin City Mining Co.

Class 13: Graded Bargaining Exercise

April 21

- Bargaining Exercise -- Preparation
- Bargaining Exercise – Negotiation
- Debrief Tamarack vs. Twin City Mining Co.

**Final Exam April 28**

*Revised 11/19/15*