

## Course Syllabus<sup>1</sup>

### Negotiation

Course No. 37:575:326:01 13067 (undergraduate)  
38:578:505:01 13496 (graduate)

Fall, 2016

Wednesday 6:40pm-9:30pm  
Science Engineering Bldg., room 210 Busch

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

#### **Teaching Assistant:**

Lauren Burcheri [lbt35@scarletmail.rutgers.edu](mailto:lbt35@scarletmail.rutgers.edu)

#### **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
- 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. (pdf on Sakai under “resources”)

#### **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.

---

<sup>1</sup> This syllabus is subject to change based on unforeseen circumstances

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.

---

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

---

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.

**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
- Assignment 1: Bargaining for Advantage, G. Richard Shell, Bargaining Styles Assessment Tool
- Bargaining Style Assessment Tool
- Exercise: The Employee Exit Interview and debrief

#### Class 2: Distributive and Integrative Negotiations

- 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

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

Class 4: Table Tactics

- 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

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

Class 6: Empathy

- Harvard Business Essentials Guide to Negotiation, Chapter 6 and 7 continued
- Debrief: Pemberton's Dilemma
- Exercise: "Hoop Dreams"

Class 7: Building Relationships and Representing Others

- Harvard Business Essentials Guide to Negotiation, Chapters 8 and 9
- Debrief "Hoop Dreams"
- Review for midterm exam

Class 8: **MIDTERM EXAM**

Class 9: Foundations of Effective Negotiation

- Harvard Business Essentials Guide to Negotiation, Chapter 10
- Review of midterm exam results
- Exercise: BeautiLawn

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

- 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

- The Psychology of Persuasion, Robert B. Cialdini, Chapter 5 (Liking)
- Three Approaches to Resolving Disputes: Interests, Rights and Power
- Debrief WROX and Bob Esposito
- Exercise: Tamarack vs. Twin City Mining Co.

Class 12: Prep for Graded Bargaining Exercise

- Prep for Graded Bargaining Exercise, Preparation and Negotiations
- Debrief: Tamarack vs. Twin City Mining Co.
- Exercise: Harvard Law School Drug Testing Negotiation

Class 13: Graded Bargaining Exercise

- Debrief: Harvard Law School Drug Testing Negotiation

Class 14:

- Course Summary
- Final Exam Review

Class 15: Final Exam

---

**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 8/24/16*