

## **NEGOTIATION AND MANAGEMENT SKILLS**

**MGT 4023**

**FALL, 2010**

*Helmerich Hall 317*

*Mondays 6:00pm-8:45pm*

**DAVID E. STRECKER**

**(918) 582-1716**

**david.strecker@streckerlaborlaw.com**

### **SYLLABUS**

### **FIRST REVISION**

#### **What I think:**

I have negotiated in business settings for over thirty years. I think that the art and practice of negotiation is a life long learning experience. I think I am still learning—sometimes by making mistakes—and hopefully becoming a better negotiator in the process.

#### **What do you think?**

- Do you have a talent for negotiation?
- How do you get something you want from a difficult person?
- Is there such a thing as a “win-win” negotiation or is this just a myth?
- Who is the better negotiator: an agreeable person or a competitive one?
- Does it do any good to prepare for a negotiation when you don’t really know what’s going to happen?
- How do you communicate effectively when negotiating in an uncomfortable situation?
- How do you identify those situations where you should refuse to negotiate?
- What is bargaining power? How do you use it?
- Is it ok to lie during negotiations? Is it ethical to bluff your counterpart?
- Can you negotiate with someone and still be friends?
- What do you do when negotiations break down?

This course will make you think about the above questions (and many others) and help you find answers.

#### **Purpose and Scope of Course:**

This course exposes the student to the subject of negotiation from both an academic and a practical perspective. We all negotiate. Whether you are buying a car, dealing with labor

unions, or structuring a multi-million dollar merger, negotiation is central to the activity. While this course will not make you a seasoned negotiator, it will give you a solid foundation on which to build your skills and develop your own style of negotiation.

Students will study and participate in a broad range of negotiation situations and be exposed to various theories of negotiation. We will also study the context in which negotiations take place; both the cognitive or emotional context and the context of relationships among people and organizations. We will discuss the process of negotiation and how it may differ when we are negotiating with people from a different culture. We will also explore the “best practices” of successful negotiators.

### **Format:**

The class meets once a week between 6:00pm and 8:45pm. We will take a break sometime around the midway point. Lectures will provide the theoretical and analytical concepts which will give students a mental “framework”. Exercises and case studies will give the students a “hands on” negotiating experience, both as participants and evaluators. Attendance and class participation are highly important and, as noted below, will constitute a significant portion of the final grade for the course.

**Students should check WebCT regularly for news about the course, reminders, and supplemental assignments.**

### **Grading:**

- Three examinations of equal weight = 30%
- Class participation and attendance = 30%
- Term paper (explained below) = 20%
- Negotiation Journal/Scrapbook (explained below) = 20%

### **Term Paper**

Students must complete a paper on a subject relating to negotiation. Papers will be due on December 6, 2010. The paper must be at least 10 typewritten pages, double spaced, exclusive of citations and authority. I will let students pick the topic of their choice but you will be penalized if it is not sufficiently related to the subject of this course. If you are unsure, clear the topic with me before you start work. Here are some general areas to consider:

- Researching and analyzing an actual negotiation. For instance, a labor management dispute, a hostage negotiation, a disarmament treaty, and trade agreements such as NAFTA. The example may be contemporary or historical.
- Researching and analyzing a negotiator. This could be a famous person such as a union leader, diplomat, or politician. Someone—maybe not so famous—who negotiates regularly such as a car sales person, a lawyer, a mediator, or a buyer for a business would also be acceptable.

- Summarizing the existing research in an area of negotiation such as threats and bluffing, integrative bargaining, the role of emotion in negotiation, etc.

### **Negotiation Journal/Scrapbook**

Students will keep a Journal/Scrapbook to be turned in at the same time as the last examination. This requirement is intended to be relatively unstructured. What I will be looking for is for the student to record and analyze personal experiences in negotiation (with your roommate, parent, professor, sales person, friend, etc.) and relate those experiences to what you have learned in class. Second, the student should post articles from the newspapers, magazines, journals, internet, etc. which concern negotiation and briefly comment on each. I would be happy to inspect any journal prior to its final submission to see if the student is on the “right track”.

### **Required Texts:**

1. Roy J. Lewicki, Bruce Barry, and David M. Saunders, **Essentials of Negotiation**, Fifth Edition, McGraw Hill/Irwin; (referred to in syllabus as “E”);
2. Roy J. Lewicki, Bruce Barry, and David M. Saunders, **Negotiation, Readings, Exercises, and Cases**, Sixth Edition, McGraw Hill/Irwin; (referred to in syllabus as “R”).
3. Other materials will be distributed in class and through WebCT.

### COURSE SCHEDULE

DATE	REQUIRED READING
August 23 Introduction to the Course	N/A Exercise: Miscreants' dilemma
August 30 The Nature of Negotiation	E: Ch. 1; R: 1.1, 1.10, 4.3; Exercise 2, Questionnaire 1
September 6	Labor Day – No Class
September 13 Distributive Bargaining	E: Ch. 2; R: 1.3, 1.7; 3.4 Case 4; Exercise 5
September 20 Integrative Negotiation	E: Ch. 3 R: 1.8, 1.9; 6.2; 6.7 Exercise 9
September 27 Strategy and Planning;	E: Ch. 4 R: 1.2, 1.4, 1.5; Exercise 8
October 4 Perception, Cognition, and Emotion: <b><u>First Examination covering Chapters 1-4, Readings and Lectures</u></b>	E: Ch. 5 R: 2.1, 2.2, 2.3, 2.4, 2.6, 6.5; Exercise 14
October 11 Communication	E: Ch. 6 R: 2.5, 2.8, 2.9, 6.3; Exercise 19; Questionnaires 3 and 5
October 18 Negotiation Power	E: Ch. 7 R: 2.7, 3.10; Case 5
October 25 Ethics in Negotiation	E: Ch. 8 R: 2.10, 2.11, 2.12; Exercise 16; Questionnaire 2
November 1 Relationships in Negotiation; <b><u>Second Examination covering Chapters 5-8, Readings and Lectures</u></b>	E: Ch. 9 R: 3.5; Case 6; Questionnaire 4
November 8 Multiple Parties and Teams	E: Ch. 10 R: 3.11, 3.12, 3.13, Exercise 24
November 15 International and Cross-Cultural Negotiation	E: Ch. 11 R: 5.1, 5.2, 5.3; Case 7
November 22	Thanksgiving – No Class
November 29 Best Practices in Negotiation	E: Ch. 12 R: 3.3, 3.9, 4.1, 4.2, 7.1, 7.3, 7.4
December 6 Impasses and Third Party Intervention/ <b><u>Papers Due</u></b>	R: 6.6; Mediation Exercise
December 13 <b><u>Last Examination covering Chapters 9-12, Readings and Lectures. Journals due.</u></b>	