

MGMT 665.001 - NEGOTIATION

INSTRUCTOR: Roger Volkema

OFFICE: Kogod School of Business, Rm. 221

OFFICE HOURS: 11:00-12:00 and 2:00-3:00 Tuesdays and Fridays,
7:00-8:00pm Thursdays, or by appointment

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PRIMARY TEXTS: R.J. Volkema, The Negotiation Toolkit: How to Get Exactly What You Want in Any Business or Personal Situation, New York: AMACOM, 1999.

XanEdu Course Pack (Readings)

Handouts

COURSE DESCRIPTION:

This course is designed to improve negotiation skills in all phases of the negotiation process through understanding prescriptive and descriptive negotiation theory as it applies to personal and professional negotiations. The essential elements of bargaining and negotiation will be examined, including individual personality (i.e., style, temperament, risk-taking propensity), integrative and distributive strategies, common tactics and behaviors, and ethical issues in negotiation. In-class simulations and out-of-class assignments will be employed to introduce negotiation concepts and develop new skills in a variety of contexts, including one-on-one, multi-party, cross-cultural, third-party, and team negotiations.

COURSE OBJECTIVES:

1. To identify your personal negotiation competencies
2. To recognize the styles and strategies of others within and across cultures
3. To learn new negotiation tactics and behaviors
4. To create integrative strategies in dyadic and multi-party situations
5. To understand the theoretical underpinnings of bargaining/negotiation behavior

CLASS ACTIVITIES:

The course will consist of a mix of readings, mini-lectures, discussions, videos, and individual and group exercises (i.e., self-assessments, case analyses, role plays, etc.), along with assignments designed to apply concepts to real situations. Simulations will progress from simple two-party, single-issue negotiations to more complex multi-party, multi-issue negotiations.

COURSE POLICIES:

1. *Attendance and contributions:* Since personal and professional development (i.e., skill building) through in-class and out-of-class activities is the ultimate objective of the course, your attendance will be very important. There are many things that we will be doing in class (e.g., role plays, simulations) which you simply cannot get from someone's notes. Furthermore, we need you to come to each and every class having completed the readings and skill-building assignments, with comments and questions in hand. Asking questions, challenging theories, offering examples, acting as a spokesperson for your group are all essential to the learning process.

2. *Assignments:* During the semester, there will be twelve (12) out-of-class assignments. These are designed to give you insight into and practice in the skills discussed in the text and readings. Because we will be discussing most of these assignments in class on the day that they are due, **no late assignments will be accepted**. All assignments must be TYPED and SPELL-CHECKED.

3. *Examination:* There will be a single, final exam in this course. The exam will focus on your knowledge of the basic principles and concepts of negotiation, as well as your application of that knowledge in one or more business/professional situations. The exam will be in essay format. To help you prepare for the final (and to help you gauge your progress), one or more "sample" exam questions will be offered during the semester.

4. *Grading:* Your grade will be determined on the basis of your performance in four areas: attendance, classroom discussion/contributions, weekly assignments, and the final exam. These will be weighted as follows:

Attendance:	15%
Classroom discussion/ contributions:	15%
Assignments:	40%
Final exam:	30%
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	100%

Grades will be determined using the standard academic scale: 90-100=A, 80-89=B, 70-79=C, etc.

5. *Player's Fee:* As indicated under Course Activities, this course will consist of a number of negotiation role plays and simulations. To make these activities more interesting and meaningful, each student will be assessed a \$20 player's fee at the beginning of the semester. That money will go into a kitty, along with the royalties from my book (\$1 per book). Each negotiation simulation will have a dollar-value associated with it (approximately two dollars), and your performance in that simulation will determine how much of that dollar-value will go back to you and how much will remain in the kitty. At the end of the semester (Dec. 9), the money remaining in the kitty will be used to buy food to be shared during our class wrap-up.

COURSE OUTLINE:

<u>Meeting</u>	<u>Topic</u>	<u>Primary Readings</u>
Sept. 2	Introductions/Course Overview	
Sept. 9	Introduction to Negotiation	Volkema, Ch. 1, "Understanding Negotiation," Ch. 2, "The Golden Rule of Negotiation," Ch. 3, "Three Fundamental Questions of Negotiation" Lundstrom & Dunkin (Handout), "Intro to Haggling"
Sept. 16	Negotiating Strategies and Tactics	Volkema, Ch. 9, "Eight Common Tactics and Their Countermeasures," Ch. 10, "More Tactics and Countermeasures" Anonymous (XanEdu), "How to Get a Great Price" Nagle (XanEdu), "Evening the Odds in Price Negotiation"
Sept. 23	Distributive vs. Integrative Negotiations	Volkema, Ch. 4, "The Art of Discovery" Bazerman & Neale (XanEdu), "Negotiating Rationally" Grensing-Pophal (XanEdu), "Negotiating Tactics" Karrass (XanEdu), "The Art of Breaking a Bargaining Deadlock" URL (XanEdu), "Creating and Claiming Value"
Sept. 30	Behaviors of Successful Negotiators	Volkema, Ch. 5, "Behavior of Successful Negotiators" Lindsay (XanEdu), "The Power of the Question" Ury, Brett & Goldberg (Handout), "Three Approaches to Resolving Disputes"
Oct. 7	Negotiator Personalities	Volkema, Ch. 7, "Negotiator Styles" Landon (XanEdu), "For the Most Fitting Deal, Tailor Negotiating Strategy to Each Borrower" Kolb & Coolidge (XanEdu), "Her Place at the Table"

Oct. 14	Negotiator Personalities (continued)	Volkema, Ch. 8, "Risky Business," Ch. 15, "Negotiation and Ethics" Shell (XanEdu), "When is it Legal to Lie in Negotiations?" URL (XanEdu), "Foreign Corrupt Practices Act Antibribery Provisions"
Oct. 21	Negotiating with Difficult People	Volkema, Ch. 12, "Dealing With Tough Negotiators," Ch. 13, "Written Agreements" Martin (XanEdu), "How to Negotiate With Really Tough Guys" URL (XanEdu), "Difficult Negotiations, Difficult People"
Oct. 28	Cross-Cultural Negotiations	Phatak & Habib (Handout), "The Dynamics of International Business Negotiations" Weiss (XanEdu), "Negotiating With 'Romans' - Part 1" Hendon, Hendon & Herbig (XanEdu), "Negotiating Across Cultures" Singer (XanEdu), "Ethics: Are Standards Lower Overseas?"
Nov. 4	Cross-Cultural Negotiations (continued)	Volkema, Ch. 14, "Cross-Cultural Negotiations" Calori & Dufour (XanEdu), "Management European Style" Paik & Tung (XanEdu), "Negotiating With East Asians" Volkema & Chang (Handout), "Negotiating in Latin America" Schweitzer & Kerr (XanEdu), "Bargaining Under the Influence"
Nov. 11	Multi-Party and Team-Based Negotiations	Zack (XanEdu), "Negotiation of Settlements – A Team Sport" URL (XanEdu), "Terrific Team Negotiating" Rubin & Sander (Handout), "When Should We Use Agents?"

Nov. 18	Mediation: Third-Party Negotiating	Anonymous (XanEdu), "Arbitration and Mediation" McDonald (XanEdu), "The Mediation Mindset" Volkema (Handout), "The Mediator as Face Manager" URL (XanEdu), "A Beginner's Guide to Alternative Dispute Resolution"
Dec. 2	Mediation (continued)	Rome (XanEdu), "Resolving Business Disputes" Noll (XanEdu), "A Theory of Mediation" Sunoo (XanEdu), "Hot Disputes Cool Down in Online Mediation" URL (XanEdu), "A Mediation Primer" URL (XanEdu), "To Caucus or Not to Caucus"
Dec. 9	Course Wrap-Up	Volkema, Ch. 17, "Negotiating for the Unnatural Negotiator"

Final Exam: (8:10-10:40pm)