Dynamics of Negotiations  
MGMT:9110  

Summer 2016

Instructor Information:

Instructor: Erin Johnson, PhD  
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Office Hours: TBD  
E-mail: erin-johnson@uiowa.edu  
Course website: https://icon.uiowa.edu/

Course Overview:

Most of us negotiate multiple times each day—everything from how much to pay for a used car to the salary and benefits for your first job to where to eat dinner with your roommate after class is an exercise in negotiation. Despite how prevalent negotiations are in our everyday lives, we often fail to consider both the strategy and psychology underlying these negotiations.

Negotiation is the art and science of securing agreements between two or more interdependent parties. This course will teach you about the processes of negotiation and conflict management as they are practiced in different settings.

Students will have the opportunity to explore different bargaining styles and to gain confidence in their own negotiation skills through in-class negotiation exercises. Students will also develop conflict management skills through exposure to alternative dispute resolution processes, such as mediation and arbitration.

Course Materials

Textbook:
The text for this class is: Bargaining for Advantage: Negotiation Strategies for Reasonable People by G. Richard Shell.

Negotiation Cases:
We will utilize cases from the Dispute Resolution Research Center (DRRC) at Northwestern University. These cases are copyrighted and include copyright and handling fees and so will cost approximately $40-50 per student.
Course Objectives:

- To understand the nature of negotiations, and to be able to identify situations when negotiation is required.
- To identify your own negotiation style and how to work with it.
- To be able to discern the difference between a distributive and an integrative negotiation.
- To learn how to prepare for a negotiation and develop a negotiation plan.
- To provide experience in the negotiation process, including learning to evaluate the costs and benefits of alternative actions.
- To be able to recognize, identify, and describe factors that impact the negotiation process (power, leverage, ethics, biases, 3rd parties, and cultural differences).
- To increase competency and confidence as a negotiator.

Course Format:

- **Negotiation Exercises**: During the course we will negotiate in almost every class. While the class officially meets at scheduled course times, students will be expected to meet with other students outside of class to prepare for some of the negotiation exercises or to work on group assignments.

- **Preparation for Negotiations**: This is the most important aspect of this class. Your classmates expect you to be fully prepared for each negotiation exercise. By coming unprepared for the negotiation exercise in class you undermine the ability of your classmate(s) who is/are negotiating with you to benefit from the exercise. Note that some exercises also require students to prepare outside of class as a team.

- **Negotiation Debrief**: We will debrief negotiations in class. You are expected to participate in these class discussions. Your agreements will be posted so that the class can analyze different negotiation strategies and outcomes and learn from everyone’s experience. I might ask specific negotiators to describe their experience. Sharing those insights and experiences are crucial for the learning experience in this course.

- **Readings**: Reading assignments are to be done as scheduled. The learning advantages from following this system will outweigh any advantages of reading ahead of schedule.

Course Requirements and Evaluation Criteria: *(please note this is a draft and subject to change prior to the start of summer classes)*

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<thead>
<tr>
<th>Requirement</th>
<th>Points</th>
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<tr>
<td>Attendance &amp; Participation</td>
<td>100</td>
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<tr>
<td>Individual Writing Assignment</td>
<td>50</td>
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<td>Intergroup Negotiation Exercise</td>
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<td>Final Exam</td>
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Course Content:

- Introduction to Negotiations
- Simple, Two-Party Negotiations
- Multiple Issue, Two Party Negotiations
- Negotiations in the Real World
- Interests, Rights and Power in Dispute Resolution
- Moving Beyond "Win-Win"
- Trust in Negotiations
- Multi-Issue Negotiations
- Cross-Cultural Negotiations
- Using Agents in Negotiation
- Ethics & Lying
- Multi-Round Intergroup Negotiations
- Mediation & Arbitration
| Week 5  | Feb. 17 | Preparing to Negotiate | Ch. 5 (RTS)  
Group 3 Presentation  
Salary Negotiation  
*Guest Speaker: Sara Burden, Pomerantz Career Center* | Read Ch. 6 (RTS)  
Read Summer Intern role and complete Negotiation Preparation Sheet  
*One Paperclip Log and Analysis due (via ICON dropbox) 2/24* |
|---|---|---|---|
| Week 6  | Feb. 24 | Uncovering Interests in Negotiation | Ch. 6 (RTS)  
Group 4 Presentation  
Debrief: One Paperclip  
Summer Intern Negotiation | Read Ch. 8 (RTS), Adler “Negotiating with Liars” (ICON)  
Read Bullard Houses role and complete Negotiation Preparation Sheet |
| Week 7  | March 3 | Trust, Ethics and Reputation in Negotiations | Ch. 8 (RTS), Adler “Negotiating with Liars” (ICON)  
Group 5 Presentation  
Bullard Houses Negotiation | Prepare for Midterm |
<p>| Week 8  | March 10 | MIDTERM EXAM | |
| Week 9  | | SPRING BREAK – no class | Read Ch. 7 (RTS) |</p>
<table>
<thead>
<tr>
<th>Week 10</th>
<th>Power, Leverage and Influence</th>
<th>March 24</th>
<th>Ch. 7 (RTS)</th>
<th>In-Class Activity</th>
<th>Read Ch. 9 (RTS)</th>
<th>Read Speed Ventures role and complete Negotiation Preparation Sheet</th>
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<tr>
<td>Week 11</td>
<td>Perceptions, Biases, and Communication</td>
<td>March 31</td>
<td>Ch. 9 (RTS)</td>
<td>Group 6 Presentation</td>
<td>Speed Ventures Negotiation</td>
<td>Read Ch. 10 (RTS)</td>
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<td>Read Pakastani Prunes role.</td>
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<td><strong>Begin Pakastani Prunes negotiation over e-mail. Do not discuss with classmates. Submit Pakastani Prunes e-mail transcript (in correct order) via ICON dropbox by 4/7. Include names of all participants.</strong></td>
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<td>Week 12</td>
<td>Gender and Cultural Differences in Negotiation</td>
<td>April 7</td>
<td>Ch. 10 (RTS)</td>
<td>Group 7 Presentation</td>
<td>Debrief: Pakastani Prunes</td>
<td>Read Ch. 1 in “Global Negotiation: The New Rules” (available on ICON)</td>
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<td>Read Mexico Venture role and complete Negotiation Preparation Sheet</td>
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<td>Week 13</td>
<td>Gender and Cultural Differences in Negotiation</td>
<td>April 14</td>
<td>Ch. 1 in “Global Negotiation: The New Rules” (ICON)</td>
<td>Group 8 Presentation</td>
<td>Mexico Venture Negotiation</td>
<td>Read Best Stuff on Earth role and complete Negotiation Preparation Sheet</td>
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<td><strong>Read-World Negotiation Analysis due (via ICON dropbox) 4/21</strong></td>
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| Week 14 | Multi-Party Negotiation           | Group 9 Presentation  
Best Stuff on Earth Negotiation  
Read Ch. 11 (RTS)  
Read H&G Household Goods role and complete Negotiation Preparation Sheet |
| Week 15 | Working Through Conflict          | Ch. 11 (RTS)  
Group 10 Presentation  
H&G Household Goods Negotiation  
Read Ch. 12 (RTS)  
Read Telepro role and complete Negotiation Preparation Sheet |
| Week 16 | Arbitration and Mediation         | Ch. 12 (RTS)  
Group 11 Presentation  
Telepro Negotiation  
Course Wrap-up  
Prepare for Final Exam |
| Week of May 12 | FINAL EXAM – Date and Time TBA | |