

MANAGEMENT 492: NEGOTIATION STRATEGIES  
Fall 2014  
W, 12:30–3:00 ASM 1004

“During a negotiation, it would be wise not to take anything personally. If you leave personalities out of it, you will be able to see opportunities more objectively.” – Brian Koslow

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COURSE OBJECTIVE:

The goal of this course is to teach students to effectively integrate the experiential and intellectual learning components of negotiations. The course will cover a broad spectrum of negotiation problems that are faced by managers. Considerable emphasis will be placed on simulations, role-playing and cases. The core objectives of this course include:

- Exploring the major concepts and theories of the psychology of negotiation.
- Understanding the dynamics of interpersonal and inter-group conflict and its resolution.
- Providing actual experiences for reflection, consideration and learning.
- Developing the ability to select and develop strategies for negotiation.
- Facilitating development and discovery of your own negotiating style.

Required Textbooks:

Leigh L. Thompson. The Mind and Heart of the Negotiator. 6<sup>th</sup> edition. Pearson. ISBN 978-0-13-357177-6 (MHN).

Roy J. Lewicki, David M. Saunders and Bruce Barry. Negotiation Readings, Exercises, and Cases. 6<sup>th</sup> edition. McGraw-Hill Irwin. ISBN 978-0-07-353031-4. (REC)

Course Evaluation:

20% Negotiation Journal  
30% Class Participation  
10% Reputation Index  
20% Case Studies  
10% Collecting Nos Project  
10% Final Project

### Negotiations Journal:

The purpose of the personal reflection journal is to encourage you to reflect on your behavior during the negotiations. Your journal entries should give me a sense of your progress as a negotiator. In doing so, you should analyze what you have learned in the class. It should not be a detailed report of everything that happened in each negotiation. Rather, you should pick four negotiations (one page per entry) and focus on issues such as:

- A. A brief summary of the nature of the negotiation.
- B. What did you learn about yourself from this experience?
- C. What did you learn about the behavior of others from this experience?
- D. How do the concepts presented in the lecture or readings enrich your understanding of the process of this negotiation, the outcome, or your own style?

Two journal entries must be handed in on Wednesday, October 1 at 3:00. Two additional journal entries must be handed in on Wednesday, November 19 at 3:00.

### Class Participation:

Participation is essential for a class based upon experiential learning. The majority of learning in this class comes from doing the exercises and contributing to the discussions. I will evaluate your participation score based upon your class attendance, preparation for all class activities, and the quality of your contribution to class discussion.

### Reputation Index:

By the end of the course you will have negotiated with several of your classmates. Based on these experiences, your classmates will be asked to evaluate your reputation index as a negotiator. The index is a proxy of the long-term effects of reputations created by negotiation activities. Individuals who have developed reputations as trustworthy and effective negotiators will have an advantage in future negotiations. In short, the way you conduct yourself in negotiations today will affect the options available to you in future negotiations. Completed reputation index forms are due on Wednesday, December 3 at 3:00.

### Case Studies:

Each class member is expected to write-up two case studies chosen from the schedule of topics and assignments listed below. The case assignments are marked with an asterisk (\*). The questions for analysis will be assigned prior to the case discussion. Your analyses should be a maximum of two typed pages in double spaced format. Even if you elect not to write-up a specific case, you should be prepared for the discussion. If you select the Capital Mortgage Insurance Corporation case, the write-up is due Wednesday, September 3 at 3:00.

### Homework:

Collecting Nos (p. 564) is a real world exercise designed to give you experience in making requests and dealing with others objections. You should be prepared to discuss one of your experiences in class and hand in the assignment on Wednesday, November 12 at 3:00.

### Final Project:

You will be assigned one of various negotiations to prepare and negotiate outside of class with a group. After the negotiation, you will be required to present your work to the class. In doing so, you

must use class concepts to explain what happened in your group. I will give you a list of considerations to assist you in making the presentation interesting to your colleagues. The presentations will take place on the last day of class. I will assign your groups on October 22.

### Schedule of Topics and Assignments

\*The schedule listed below is tentative. I reserve the right to change items to enhance your learning experience.

- August 20      Class Overview and Orientation  
                  Introductions  
                  Activity: Thomas-Kilman Conflict Mode Instrument
- August 27      Introduction to Negotiation  
                  Read for Discussion: Chapter 1 (MHN)  
                  Activity: Gas Station Game
- September 3    Negotiation: Planning and Preparation  
                  Read for Discussion: Chapter 2 (MHN)  
                  Sections 1.2, 1.4 (REC)  
                  Lecture: Planning and Preparation  
                  Prep Case: Capital Mortgage Insurance Corporation p. 567\*  
                  Prep: Planning for Negotiations p. 495 (Presentation on 9/24)
- September 10   Framing and Distributive Bargaining  
                  Read for Discussion: Chapter 3 (MHN)  
                  Sections 2.1, 2.8 (REC)  
                  Prep: the Used Car p. 490  
                  Lecture: Framing and Distributive Negotiations
- September 17   Integrative Negotiation  
                  Read for Discussion: Chapter 4 (MHN)  
                  Sections 1.8, 1.9 (REC)  
                  Activity: Vacation Plans (handout)  
                  Lecture: Getting to Yes
- September 24   Group Presentations of Planning for Negotiations (20 minutes)  
                  Communication and Cognitive Biases
- October 1      Negotiation Leverage  
                  Read for Discussion: Appendix 4 & Chapter 7 p. 150 -154 (MHN)  
                  Sections 2.4, 2.7 (REC)  
                  Prep: Job Offer Negotiation: Joe Tech p. 514  
                  Discussion: Debrief -- Job Offer Negotiation  
                  Prep Case: Ken Griffey Jr. Negotiation (posted online)\*
- October 8      No Class—Work on collecting Nos p. 564 (due 11/12)

- October 15 Movie: Twelve Angry Men  
Discussion of Negotiation
- October 22 Ethics  
Read for Discussion: Chapter 7 p. 160-171 & Appendix 2 p. 353-358 (MHN)  
Sections 2.10, 2.11, 2.12 (REC)  
Activity: Where's Alvin? (handout)  
Prep: Sins Scale II p. 680
- October 29 Negotiation Breakdown  
Prep Case: Pacific Oil Company p. 582\*  
Discussion: Debrief -- Pacific Oil Company  
Lecture: Getting Past No  
Activity: Eazy's Garage (handout)
- November 5 Group Negotiations  
Read for Discussion: Chapter 9 (MHN)  
Section 3.11 (REC)  
Prep: Baker-Florist-Grocery p. 541
- November 12 Real World Debrief  
Discussion of Nos (2-3 minutes per person)  
Cross-Cultural Negotiations  
Read for Discussion: Chapter 10 (MHN)  
Sections 5.1, 5.2, 5.3 (REC)
- November 19 Third Party Approaches  
Section 6.6 (REC)  
Read for Discussion: Appendix 3 (MHN)  
Prep Case: Collective Bargaining at Magic Carpet Airline p. 629\*  
Activity: Squabbling Authors
- November 26 No Class -- Thanksgiving
- December 3 Final Group Presentation of Negotiation  
City of Tamarack p. 505 & The Connecticut Valley School p. 538