In the last few decades, negotiation has moved from the industrial relations arena to the forefront of managerial interest. Negotiation, bargaining, and mediation traditionally refer to the arbitration of disputes between labor and management. However, scholars and practitioners now recognize that these skills operate in virtually every management function, including strategy formulation, mergers and acquisitions, purchasing, sales, and many others. Negotiation is a common mechanism for resolving differences between and allocating resources among exchange partners such as superiors, colleagues, corporate entities and even nations. Broadly viewed, these are social decision-making processes involving interdependent parties who do not share identical preferences, and in this way are essential elements of the business enterprise.

**Learning Goals**

The purpose of this course is threefold. The *first* objective is to explore the major concepts and theories of negotiation, as well as the dynamics of interpersonal and intergroup conflict and its resolution. This will entail material about the structural (e.g., parties, positions, interest) and process (cognitive, interactional) dynamics that are necessary for a sound critical background. The *second* objective is to develop skills relevant to a broad range of applied contexts. This involves direct training in identifying crucial elements of a negotiation situation and implementing appropriate resolution strategies. The third *objective* is to encourage participants to assume a "reflective" posture about negotiations specifically and social influence broadly. That is, what distinguishes extraordinary from mediocre practitioners is the extent to which they habitually examine experiences of failure, surprise and frustration, and develop a rich and complex mental framework to seamlessly apply past lessons to current circumstances.

**Course Methods**

The format of the course will be divided between lectures, class discussion, case analysis, and exercises or role-plays. Because the experiences of participants will be a key element of the class, participation is graded.
Course Readings

There are several excellent books on negotiation, some of which are geared specifically toward managers. The book I have chosen offers a fine balance between academic analysis and practical application, with accompanying exercises and cases that nicely bridge theory and practice. (I have listed some recommended books for those interested.) Please do the reading before the day it appears on the Course Schedule. The book is for sale in the bookstore.


Course Requirements

Simulations: There will be three negotiation simulations, graded on the participants’ effectiveness in the role-play and the application of course material in the accompanying paper. Although Simulations will be introduced and, subsequent to completion, debriefed in class, all preparation and execution will take place outside of class. Once completed, DO NOT discuss any of your confidential information with your opponent or anyone else in the class. Papers from Simulations 1 and 2 should be approximately 6 pages 1 & ½ spaced, and list your name and Simulation role and your opponent’s name and Simulation role. Participants should expect to spend one hour for Simulation 1 and two hours for Simulation 2 in negotiation time.

Simulation 3 is a team project (4-6 member teams will be assigned the third day of class), with only 1 shared paper, approximately 12 pages. Each paper should have an appendix with: a) a visual depiction plotting positive/negative on vertical axis and time by separate meetings on the horizontal axis (example in Blackboard Electronic Reserves), and; b) a summary of planning/strategy and explanation of numbered turning points on the visual depiction. Although one class period will be devoted to Simulation 3, opposing teams are required to negotiate more than one time. Dyads will both present a description of their negotiation in another class period, and are required to have their visual depictions on a combined Power Point slide. Participant teams should expect to spend 6 hours for Simulation 3 in negotiation time (2 hours in class, 4 hours outside of class).’

Role play. Criteria for the role-play (RP) will vary from Simulation to Simulation depending on the nature of the specific scenario. Grading will focus on the thoroughness of preparation, appropriateness of the strategy, how negotiators conducted themselves in the Simulation, and the actual results achieved.

Paper. The accompanying paper should address three themes: a) preparation and strategy for the role play (e.g., nature of the conflict, tangible or intangible goals); b) description and analysis of actual negotiation (e.g., progression of events), and; c) analysis in relation to predetermined goals and a statement of the lessons learned. The paper will be evaluated according to the number of course concepts that are integrated and appropriately applied (Balance quality and quantity here). Course concepts only should be cited in bold.

For all Simulations the best paper(s) will be posted on Blackboard Electronic Reserves as exemplars.
Self-Reflection Journal: The self-reflection journal (SRJ) is intended as a mechanism to examine course experiences for lessons that may be elusive if not committed to paper. This allows participants to reflect on what they've learned about themselves, their assumptions about social interactions, and what might be done differently in the future. Participants should focus on how course lectures, discussions, self-assessments, exercises and assignments inform their personal and professional lives. That is, what the material means, its value to you, and application to your own life. There will be 14 entries corresponding to the 14 class sessions. Each entry should be around 1 page (250 words). It is recommended that participants devote 45 minutes per week to this, immediately following the class meeting. While not required, course concepts are welcome in your reflection.

International Paper: Pick a country in which you've spent or intend to spend some time. Write a summary of the culture, then identify 5 course concepts and discuss how those would be altered within that national and cultural context. Papers should be approximately 5 pages, 1 & ½ spaced. Please bold only course concepts.

Participation: Participation is a difficult thing to assess. It includes offering insightful observations, asking pointed questions, being prepared for discussions and exercises, assisting class members and generally contributing to a positive learning climate. Hence, because the success of the course depends on your acumen as well as mine, points will be granted for quality of participation. Like anything, participation can be productive, nonproductive, and even counter-productive, and the responsibility of channeling it lies with both the professor and the participants. Please inform GTAs of all absences, even if you've already spoken to me about them.

Grading Structure

Grades will be determined in the following fashion:

- Simulation 1: 25 points (5 pts. RP; 20 pts. Paper)
- Simulation 2: 25 points (5 pts. RP; 20 pts. Paper)
- Simulation 3: 50 points (10 pts. RP; 40 pts. Paper)
- Self-Reflection Journal: 20 points
- International Paper: 10 points
- Class participation: 20 points
- Final Exam: 25 points (if necessary)

TOTAL: 150 points (175 with Final Exam)

Final grades will be based on the following percentage system: A = 100-95%; A- = 94-90%; B+ = 89-87%; B = 86-83%; B- = 82-80%; C+ =79-77%; C = 76-73%; C- = 72-70%; D = 69-60

Papers will be penalized 10% for each day submitted late.

Graduate Teaching Assistant

All questions should initially be directed to the GTA. She will refer you to me if appropriate.

Justine Clow (justineclow@gwmail.gwu.edu)
**Paper Submission**

All papers should be uploaded via BB.

Simulations should be submitted X, with this naming convention: Assignment letter/your number-Last name-First name-assignment (e.g., D19-Bailey-James-Sim1).

International paper should be submitted X, with this naming convention: Last name-First Name-International Paper (e.g., Bailey-James-International Paper)

Weekly SRJs should be submitted X, with, with this naming convention: Last name-First Name-Week of (e.g., Bailey-James-1/18).

**IMPORTANT NOTES**

-It is of the utmost importance to me that this class be a valuable and meaningful educational experience for each and every student. If anything distracts from a productive learning climate, please express concerns to me or the GTAs.

-PLEASE BRING NAME TENTS TO EVERY CLASS SESSION

-Extra Credit Opportunity: 2% (3 points) extra credit is available through participation in the GWSB subject pool (gwsb.sona-systems.com). Students will receive credit for participating in a study conducted through the GWU School of Business' subject pool. Studies that range between 5 – 30 minutes to complete earn 1% credit; studies that range between 31 – 60 minutes to complete earn 2% credit. There is no guarantee on the number of studies run in a semester or when in the semester studies will be offered. Credit earned can be applied to one (and only one) class. So, if you are taking another class that also offers (extra) credit for participating in the GWSB subject pool, you can only apply the credit to one class, NOT both.

Note: To maintain students' anonymity, the subject pool system is not linked to Blackboard or any other GWU system. Students are given a subject ID which is to be used as their only identifier in all studies. The link between GWID and subject ID is only available to the subject pool administrator. This link is only used to provide participation reports to faculty.

Deadline to complete studies for extra credit is midnight, Tuesday, April 26th, 2016.
Course Schedule and Assignments

- REC = Readings, exercises, & cases book (Bring REC to class every day)
- Read = Read prior to class period
- Prepare = Be prepared to discuss or execute in class
- Exercise = Distributed and completed in class
- BER = Blackboard Electronic Reserves
- Scoring instructions for all REC Questionnaires can be found in BER
- SRJ’s due prior to class on the following week (e.g., the SRJ for the week of 1/18 is due by the start of class the week of 1/25)

1/13-14 Course Orientation
   Introductory remarks; Syllabus; Exercise assignments

1/20-21 Module 1: Norms of Cooperation and Conflict
   Read: REC Sec. 1
   BER: Thomas-Kilmann Conflict Mode Inventory (complete and bring hard copy)
   Exercise: Pemberton's dilemma
             3 party Coalition

1/27-28 Open

2/3-4 Module 2: Competitive Negotiation Skills I
   Read: REC Sec. 2 & 3
   Exercise: REC Ex.4, The Used Car
   Prepare: REC Q. 1, Personal Bargaining Inventory (BER)

2/10-11 Module 2: Competitive Negotiation Skills II
   Prepare: REC Case 1, Capital Mortgage Insurance Co. (A)
   Handout: Simulation 1, Peach Computers vs. Campus Computer Stores

2/17-18 Module 2: Competitive Negotiation Skills III
   Prepare: REC Case 2, Pacific Oil Co. (A)
   Prepare: REC Q. 2, Sins II Scale (BER)
   Due: Simulation 1
   Handout: Simulation 3, Ridgecrest School Dispute (Read REC Ex. 18 background)

2/24-25 Module 2: Competitive Negotiation Skills IV
   Film: Final Offer
   Exercise: Salt Harbor (Fishbowl)

3/2-3 Module 3: Collaborative Negotiation Skills I
   Read: REC Sec. 4 & 6
   Handout: Simulation 2, Sally Swansong vs. Lyric Opera
   Prepare: REC Q. 3, Six Channels of Persuasion Survey (BER)

3/9-10 Module 3: Collaborative Negotiation Skills II
   Exercise: Tendly Contract
   Film: Communicating Non-defensively
   Prepare: REC Q. 4, Trust Scale (BER)
   Due: Simulation 2
3/16-17 Spring Break

3/23-24 Module 3: Collaborative Negotiation Skills III
Prepare: In-class Ridgecrest School Dispute Negotiations

3/30-31 Module 3: Collaborative Negotiation Skills IV
Prepare: In-class Ridgecrest School Dispute Presentations
Due: Simulation 3

4/6-7 Module 4: Mediation Skills
Read: REC Sec. 7
Exercise: Seatcor

Prepare: REC Q. 5, Communications Competence Scale (BER)

4/13-14 Module 5: International Dynamics
Due: International Paper
Prepare: REC Q. 6, Cultural Intelligence Scale
Exercise: Country Negotiation Dynamics (selected brief presentations)

4/20-21 Open

? Final Exam (if needed)