** **Harvard University Extension School**

**Management 4225**

Negotiation and Organizational Conflict Resolution

Instructor: Maurie Caitlin Kelly, PhD

**Tuesdays 5:30-7:30**

**UPDATED FEB 16th**

**Course Description & Overview**

“Never cut what you can untie.” ~ *Joseph Joubert*

* Do you ever feel that you have not achieved all that you wanted in a negotiation situation?
* Are you interested in learning new skills and exploring new strategies and tactics?
* Have emotions or the desire to win undermined your success?
* Is there conflict within your organization that you would like to eliminate?
* Do you want to become a more effective negotiator?
* Are you working in an international business setting and want to learn more about how to work across countries and cultures?

MGMT 4225 is an live web conference course that creatively utilizes cases, role plays, and scenarios to help you build your skills and your understanding of negotiations and organizational conflict. You will be working one on one as well as in team negotiations, engaging in discussions, and accessing resources that will enhance your ability to navigate your way through complex situations. You will be actively learning through the use of case analyses and readings as well as experiencing real world negotiations from a wide range of contexts. These scenarios range some simple two party negotiations to complex multiparty negotiations and will support the development of skills, strategies, and tactics that are applicable in work environments as well as in all facets of life. You will learn to communicate more effectively, recognize and develop alternatives as well as overcome barriers, and utilize your existing strengths in each class. As a result, your negotiating effectiveness should increase significantly as you delve into these negotiations each week.

Students in this course learn about negotiating by actually negotiating with each other.This interactive environment emphasizes the reality that the ability to negotiate effectively is critical for success-- in business as well as in everyday life. This course provides a comprehensive introduction to concepts in negotiation, interpersonal effectiveness, and organizational conflict resolution. We explore various types of negotiations including integrative (win/win approach), distributive (win/lose approach) and various iterations of these two extremes. In addition, we discuss communication (face to face, virtual, verbal/non verbal), emotion/perception (psychological intangibles), team/multiparty negotiations, and international negotiations and cultural differences.

The objective of this course is to teach students how planning, strategy, and knowledge can support goals in negotiation situations and help resolve organizational conflicts. Upon successful completion of this course students should be able to:

* Negotiate effectively by analyzing negotiation situations;
* Apply appropriate strategies and tactics;
* Understand and practice the communication climate necessary for effective negotiations;
* Develop a deeper understanding of the negotiation process (preparation, opening offers, target points, bargaining, and settlement);
* Improve analytical skills and their understanding of cultural and international differences;
* Understand individual strengths and weaknesses in terms of personality and behaviors which may influence negotiation processes and outcomes.

**Logistics**

Day and Time: Tuesdays 5:30-7:30 pm

Location: Live Web Conference

Instructor: Maurie Caitlin Kelly, PhD

 Phone: 814-867-2574

 Email: mauriekelly4@gmail.com

 Virtual Office Hours: By Appointment—please do not hesitate to contact me if you would like to discuss the course or your progress.

**Course Format**

**Role Plays & Scenarios:**

The success of students in this course is in large part due to their ability to learn by doing. I believe strongly that participating in negotiation simulations helps students become better negotiators. With this in mind, I have set up this course to provide students with opportunities to practice negotiating. This practice takes place through the use of role plays and interactive scenarios.

You will be working in groups of two, sometimes on teams, and sometimes on committees or boards, making decisions and negotiating with each other. As we move forward with the course, the scenarios will become more complex and much more challenging. You will have an opportunity to debrief and share your experiences and learn from each other. Each scenario is tied to the weekly course topics—to reinforce what we have read and discussed and builds on skills and knowledge from the previous session. The goal of these scenarios is to help you learn new skills and strategies. In addition to providing interactive learning opportunities, this format makes the course truly fun and enjoyable.

 **Web Conference:**

This section of MGMT 4225 is a live web conference course. Prior to the first class session on participants must:

* Download the necessary software at <http://www.elluminate.com/support/index.jsp>
* Purchase a headset with a built-in microphone and a web camera (available in most places where computer supplies are sold or online). You must use your headphones and microphone during the class to eliminate any sound issues. Using your built in audio in your computer will cause echoing.
* View a pre-recorded training session for participants at <http://support.blackboardcollaborate.com/ics/support/default.asp?deptID=8336&task=knowledge&questionID=1271>
* You must log in to our Blackboard Collaborate site and make sure that your computer equipment is functioning properly before class begins.
* In addition, I will host one short test session prior to the first class where students can drop in to our web conference Blackboard Collaborate site to check their equipment. You will receive an email from me prior to the test session.

*Please note that this is a live online course and students are expected to attend each session on* ***Tuesdays from 5:30-7:30pm.***

**Course Text & Reading Materials**

# Required Text: Lewicki, R., Barry, B., & Saunders, D. (2010). *Essentials of Negotiation*, Fifth edition. ISBN-13: 978-0073530369

# Required Text: Fisher, R. & Shapiro, D. (2006). *Beyond Reason: Using Emotions as You Negotiate.* ISBN 13: 978 0143 037781

# Recommended: Text: Lewicki, Saunders, D., Barry, B. (2006). *Negotiation: Readings, Exercises, and Cases* / 6th Edition. ISBN: 007353031X

Other reading materials will be assigned and available online via the Harvard Library Portal: <http://library.harvard.edu/user/login>

Course Schedule

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| Session Date | Topics | Reading Assignments for **Next Class** | Submit for **Next Class** |
| Session 1: Tuesday January 26 | * Course Overview
* Introductions
* Small Group Discussion--Your Personal Bargaining Style
* What is Negotiation and Why is it Important?
 | **Read:** * Lewicki Chapter 1: The Nature of Negotiation & Chapter 2: Distributive Negotiation
* When Winning is Everything

**Videos:** * The Walk from No to Yes
* How to Negotiate a Salary Raise
 | **SUBMIT--****By 5pm Tuesday February 2nd :** * **Reflection #1:** This should discuss your strengths, weaknesses and goals. What do you want to change, learn, and accomplish.
* Your Negotiation Style Survey
 |
| Session 2:Tuesday February 2nd | * Intro to Distributive Negotiation
* Competitive Arousal
* Role Play: Buying and Selling
 | **Read:** * Lewicki, Chapter 3, Integrative Negotiation
* Control the Negotiation Before It Begins
 | **SUBMIT—By 5pm Tuesday February 9th:** * House Purchase Exercise
* Fruit Strategy Responses
 |
| Session 3: Tuesday February 9th | * Integrative Negotiation
* How to collaborate for better outcomes
* Give and Take: Knowing When to Win
* Scenario: Fruit
 | **Read:** * Lewicki Strategy and Planning
* Beyond Reason, Chapter 1-3

 | **SUBMIT—By 5pm Tuesday February 16th:** * Book Strategy Responses
* Contribute to Fruit Discussion on Canvas
 |
| Session 4: Tuesday February 16th | * Intro to Strategy & Tactics
* Scenario: Book
* Beyond Reason
 | **Read:** * Lewicki Perception, Cognition, & Emotion

**Video:** * The Five Core Concerns of Negotiation
 | **SUBMIT—By 5pm Tuesday February 23rd :** * Contribute to Book Discussion on Canvas
* Three transplant selections
* Reflection #2

**COMPLETE: Quiz 1** |
| Session 5:Tuesday February 23rd | * Perception, Cognition, Emotion
* Perception Exercise
* Scenario: Transplants
 | **Read:** * Lewicki Communication and Lewicki Ethics
* Beyond Reason, Chapter 4-7

**Video:*** Your Body Language Shapes Who You Are (Amy Cuddy Ted Talk)

 | **SUBMIT—BY 5pm Tuesday March 1st:** * Contribute to Transplant Discussion on Canvas
* Communication Survey
* Employee strategy responses
 |
| Session 6: Tuesday March 1st  | * Communication Challenges
* Ethics & Influence
* Expressing Appreciation/Building Affiliation
* Scenario: Employee
 | **Read:** * Beyond Reason Chapters 8- 9
* Lewicki Finding & Using Negotiation Power
* Change the Way you Persuade

**Video:** * The Secret of Great Talks
 | **SUBMIT—By 5pm Tuesday March 8th:** * Power strategy responses
* Contribute to Employee Discussion on Canvas
 |
| Session 7: Tuesday March 8th | * Power
* Choosing a role, negative emotions, being prepared.
* Scenario: Power

 | **Read:** * Lewicki Relationships
* Nice Girls Don't Ask
* Winning Negotiations: Why Women Don't Ask
* Negotiating with your Nemesis

**Video:** * Lean In
 | **SUBMIT—By 5pm Tuesday March 22nd :*** Trust Survey
* Contribute to Power Discussion on Canvas
* Strategy Exercise

COMPLETE: Mid Term Exam |
| **March 16th**  | **NO CLASS SPRING BREAK** |  |  |
| Session 8:Tuesday March 22nd  | * Relationships
* Diversity, Gender, Culture & Successful Conflict Resolution
* Strategy and Tactics Exercise
 | **Read:*** Lewicki Multiple Parties & Teams
* How to Manage Your Negotiating Team
 | SUBMIT—By 5pm Tuesday March 29th* Reflection #3
* Strategy responses for simulation
 |
| Session 9: Tuesday March 29th  | * Multiparty Negotiations, Teams
* Coalition Building
* Scenario: Parking
 | **Read:** * 3D Negotiation
* Negotiating the Spirit of the Deal
 | **SUBMIT—By 5pm Tuesday April 5th** * Individual strategy responses for international negotiation scenario.
 |
| Session 10:Tuesday April 5th  | * Developing a Your Infrastructure
* International negotiation group workshop for AB
 | **Read:** * Lewicki International & Cross Cultural Negotiations
* Getting to Si, Ja, Oui, Hai, and Da
 | **SUBMIT—By Tuesday April 12th:** * Group strategy and agenda for international negotiation scenario.
* Cultural intelligence survey
* Quiz 2
 |
| Session 11:Tuesday April 12th  | * International Negotiations
* Scenario: International negotiation
 | **Read:** * Navigating the Cultural Minefield
* Intercultural Negotiations: When Negotiators Try Too Hard

**Videos:** * The Culture Map
* Cultural Differences in Business
 | **SUBMIT—By 5pm Tuesday April 19th** * Provide feedback for team.
* Reflection #4
 |
| Session 12 Tuesday April 19th | * International Negotiations
* Culture
 | * No readings this week
 | **SUBMIT—By 5pm Tuesday April 26th:*** Individual strategy responses for Final Team Negotiation
 |
|  Session 13:Tuesday April 26th  | * Group Workshop Final International Team Negotiation
 | **Read:** * Lewicki Best Practices

Beyond Reason Chapter 10 & Conclusion* Prepare for Final Team Negotiation
 | **SUBMIT—By 5pm Tuesday May 3rd** * Final team strategy and agenda.
 |
|  Session 14: Tuesday May 3rd  | * Final International Team Negotiation
* Best Practices, Discussion, & Course Wrap Up
 |  | **SUBMIT—By Saturday May 10th :*** Reflection #5
* Peer evaluations for final negotiation.
 |
|  Final Exam Week May 9-14 |  | Final Exam Due | Complete Final Exam by 5pm May 14th  |

**Grading Scale**

Your grade will be based on the following point scale:



**Assignments**

Detailed descriptions of assignments and due dates are posted on our course website.

Submitting assignments past the due date is not acceptable. However, emergencies do arise. Please contact me immediately if you are unable to submit an assignment by the due date/time. Due to the interactive nature of this course, the submission of strategy responses after the due date/time will impact your grade and your ability to participate in our interactive scenarios.

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| Participation (200 Points)  | This course is an engaging discussion-based course. You will learn more the more you and others participate. Participation includes your involvement in the online course discussion and negotiation debriefs as well as engagement in the weekly negotiation activities. All participation should be done in a professional manner and follow the code of professional conduct stated below.  |
| Surveys & Exercises (100 Points)  | You will be submitting responses to surveys and exercises about your negotiating, communication, trust, etc style.  |
| Strategy Planning Responses & Debriefs (200) | In order to be fully prepared for our negotiation sessions, you will be submitting responses to questions about your negotiation strategy. These will be submitted prior to each class in which we are performing negotiations. As part of this process, you will be required to submit debriefs for many of the negotiation scenarios as well. |
| Reflections (150 Points) | You will be writing five reflections that discuss your responses to the course materials and readings and activities. These should be no less than 2 and no more than 3 double spaced pages in length. You are being asked to reflect critically on your experience, both individually and as a group. I suggest you keep a weekly journal that includes notes from the readings and lectures as well as your thoughts on your progress. This will make it easier to write your reflections. You should use the journal to explore your feelings and thoughts about the negotiation process and infuse your notes with “real-world” experiences. You will be required to submit 5 reflections throughout the course and these will be submitted on specified dates.  |
| Final Negotiation Strategy, Debrief, Peer Evaluations. (100 Points)NOTE: Each team member must submit a strategy document. Each team member must also submit a debrief of the final negotiation and an evaluation of team members.  | You will be preparing a strategy document for the final team negotiation to be submitted prior to our final class. Each team will be submitted a group strategy, outlining roles and responsibilities, and working on an agenda with the other teams.  |
| Exams & Quizzes (250 Points) | There will be two exams in this course worth 100 points each. The first exam will be given midway through the course. The final exam will be given during the final exam period. There will be two quizzes in this course worth 25 points each.  |

Grades reflect the quality of a student’s work submitted throughout the term according to the Harvard Extension School’s grading standards (<http://www.extension.harvard.edu/exams-grades-policies/grades>)

**The Fine Print**

***Academic Integrity***

 Just as ethics and integrity are important in management practice, academic integrity is important in this course. You are responsible for understanding Harvard Extension School policies on academic integrity ([www.extension.harvard.edu/resources-policies/student-conduct/academic-integrity](http://www.extension.harvard.edu/resources-policies/student-conduct/academic-integrity%22%20%5Ct%20%22_blank)) and how to use sources responsibly. Not knowing the rules, misunderstanding the rules, running out of time, submitting "the wrong draft", or being overwhelmed with multiple demands are not acceptable excuses. There are no excuses for failure to uphold academic integrity. To support your learning about academic citation rules, please visit the Harvard Extension School Tips to Avoid Plagiarism ([www.extension.harvard.edu/resources-policies/resources/tips-avoid-plagiarism](http://www.extension.harvard.edu/resources-policies/resources/tips-avoid-plagiarism%22%20%5Ct%20%22_blank)), where you'll find links to the Harvard Guide to Using Sources and two, free, online 15-minute tutorials to test your knowledge of academic citation policy. The tutorials are anonymous open-learning tools.

***Workload***

The value you receive from this course will be commensurate with the thought and effort that you put into the endeavor. Students should expect to spend 2-6 hours outside of class each week to read the assigned materials, reflect, complete assignments, and prepare for the next class session.

***On Time***

 Students are expected to arrive to the online classroom on time and stay for the duration of the class session. If you expect to be late or absent from class – or need to leave early – let me know prior to the start of class.

***Deadlines***

All assignments must be submitted to the correct assignment drop box on the course course website at the specified day and time and **late submissions will not be accepted**. If you experience any problems uploading your assignment to the drop box, you should email the document to me with an explanation. Please note that, if you email the assignment because you cannot upload it, the email and the relevant attachment *must be received on or before the assignment deadline to be accepted*. Should you experience any internet problems, please call/leave a message for the instructor – this call should occur before the submission deadline passes. Delays resulting from medical or family emergencies will be dealt with on a case-by-case basis.

***Professional Conduct***

Professional behavior is expected throughout the class. This means respectful communication. During discussions, negotiations, and debriefs, civil discourse should be maintained at all times and comments should be aimed at moving the discussion forward. This does not mean that students must always agree with others since reasoned, respectful dissention may be part of the discovery process and lead to previously unconsidered options. Opportunities to provide feedback to classmates will be provided in class in our debriefing sessions.

***Disability Services***

The Extension School is committed to providing an accessible academic community. The Disability Services Office offers a variety of accommodations and services to students with documented disabilities. Please visit[www.extension.harvard.edu/resources-policies/resources/disability-services-accessibility](http://www.extension.harvard.edu/resources-policies/resources/disability-services-accessibility%22%20%5Ct%20%22_blank) for more information.