

Negotiations & Conflict Resolution, Mgt 358 (4 Units)

May 19 – July 9, 2008

Monday & Wednesday, 4:00 p.m. – 7:00 p.m.

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Course Description:

Negotiation is a fundamental process that is used in making business deals, in managing working relationships with others, and in resolving conflicts. Negotiations occur for two reasons: (1) to create something new that neither party could do on its own, or (2) to resolve a problem or dispute between parties. Conflicts are common in any organization and in any relationship between individuals or organizations. The ability to manage and resolve conflicts effectively is critical in today's organization. Because we all negotiate about many things in many different situations, knowledge about and skill in negotiating is essential to any one who works with and through other people to accomplish objectives.

This course explores the nature of conflicts common in personal and organizational life, and examines various strategies and tactics used in cooperative and competitive situations. In this course, students will learn different conflict management styles, distributive bargaining, integrative negotiation, characteristics of effective and ineffective negotiators, preparing for negotiations, managing the negotiation process and avoiding key mistakes, acquiring and using power and influence, understanding trust & ethics when negotiating with others, handling obstacles and dealing with difficult parties, and understanding cross-cultural negotiation issues.

The course utilizes readings in negotiation, case studies and simulations. Students will sharpen their negotiating skills in a variety of interpersonal and intergroup situations and practice working through adversarial problems.

Text and Other Books:

Students are to obtain the following text and other books prior to first class session. ***The instructor will distribute all other study materials, including the Thomas-Kilmann conflict mode instrument, case studies, and negotiation exercises, during the class session.***

Text: Essentials of Negotiation, 4th Edition, Roy Lewicki, Bruce Barry, and David Saunders, 2007, McGraw-Hill Higher Education (ISBN # 13-9780073102764) [**Note:** Do not get the 5th Edition of Negotiation or the 5th Edition of Negotiation: Readings, Exercises & Cases]

Books: Getting To Yes, 2nd Edition, Roger Fisher and William Ury, 1991, Penguin Books, (ISBN # 0-14-015735-2); and Getting Past No, William Ury, 1993, Bantam Books, (ISBN # 0-553-37131-2)

General Information:

Because much of the work for this course is done in class, attendance is mandatory for successful completion of this course. If you need to miss a class for a legitimate reason, i.e., out-of-town travel for work or illness, contact me prior to class. Negotiation simulations are to be prepared before class. The simulations have been selected to improve your negotiating skills, and develop your ability to analyze different negotiation issues and situations. Written assignments and the final course paper are due on the date listed in the syllabus. All assignments are expected to be your original work and individual papers are to be done only by you.

Grading Policy:

Grades depend on class participation in class discussions, readings, group exercises & negotiation simulations, written assignments, and final course paper:

30% - Class discussions, readings, and group exercises & simulations

30% - Written assignments

40% - Final course paper

Course Outline

#1 May 19 (Mon)

The Nature of Conflicts

- Understanding a conflict situation
- Conditions producing conflicts
- Available options in responding to conflicts
- Major conflict goals
- Dual concerns model: different conflict styles

Case Study: Off-Shore Delivery Case

#2 May 21 (Wed)

The Negotiation Process

- Two different views on negotiation
- Key aspects of negotiating
- Guidelines for successful negotiating
- Overview of distributive bargaining and integrative negotiation

Assignment: Thomas-Kilmann Conflict Mode Instrument (Turn in copy of page 10 – Graphing Your TKI Scores)

Text: Chapter 1, The Nature of Negotiation

Exercise: TQM Training - Production Manager and Chief of Engineering

(Monday, May 26 is Memorial Day Holiday. Campus will be closed, no classes.)

#3 May 28 (Wed)

Strategy and Tactics of Distributive Bargaining

- Distributive, competitive or positional bargaining
- Fundamental strategies and tactics
- Using and countering bargaining tactics

Text: Chapter 2, Strategy and Tactics of Distributive Bargaining

Exercise: Buying a New Car

#4 June 2 (Mon)

Strategy and Tactics of Integrative Negotiation

- Key features of the integrative negotiation process
- Understanding interests
- Developing your BATNA – “best alternative to a negotiated agreement”
- Factors that facilitate successful integrative negotiation

Text: Chapter 3, Strategy and Tactics of Integrative Negotiation

Book: Getting to Yes, Fisher & Ury

Written Assignment #1 – Integrative Negotiation

Case Study (Video): Feathers, Inc.

#5 June 4 (Wed)

Preparing and Conducting Effective Negotiations

- Preparing and planning your negotiations
- Characteristics of effective and ineffective negotiators
- Conducting an effective negotiation

Text: Chapter 4, Negotiation Strategy and Planning

Case Study (Video): Thompson v. Decker Medical Malpractice

#6 June 9 (Mon)

**Negotiation Simulation #1
The Grand Strand**

- A negotiation involving the purchase of a high-end bed and breakfast facility in a vacation resort area.

#7 June 11 (Wed)

Managing the Negotiation Process

- The role of perceptions and frames in negotiation
- Avoiding common negotiation traps and mistakes
- Improving communications and use of questions

Text: Chapter 5, Perception & Cognition, and Chapter 6, Communication

Written Assignment #2: The Grand Strand

Case Study (Video): Sluggers Come Home

#8 June 16 (Mon)

Use of Power and Influence

- Use of persuasion
- Acquiring and building negotiating power
- Improving one's BATNA
- Compliance strategies

Text: Chapter 7, Finding and Using Negotiation Power

Written Assignment #3: Cimlinc & Boeing

#9 June 18 (Wed)

**Negotiation Simulation #2
HackerStar Negotiation – The PowerScreen Problem**

- This negotiation involves a dispute between two business partners concerning the ownership of a software program. The negotiation is between the principals and their representatives.

#10 June 23 (Mon)

Trust and Ethics in Negotiation

- Trust in relationships
- Major ethical concerns in negotiations
- Misleading information, non-disclosure, deception, exaggeration, and misrepresentation
- Dealing with deception

Text: Chapter 8, Ethics in Negotiations

Written Assignment #4: HackerStar Negotiation

Case Study (Video): Glasco and Quality Carton Contract Negotiations

#11 June 25 (Wed) Managing Multiple Parties and Handling Difficult Negotiation Situations

- Dynamics of group and multilateral negotiations
- Coalition building and group consensus
- Handling obstacles and dealing with difficult people

Text: Chapter 9, Relationships in Negotiation, and Chapter 10, Multiple Parties and Teams

Book: Getting Past No, Ury

#12 June 30 (Mon) Cross-Cultural Negotiation

- Different communication styles across cultures
- Understanding group differences
- Strategies and techniques in cross-cultural negotiations

Text: Chapter 11, International and Cross Cultural Negotiation.

**#13 July 2 (Wed) Negotiation Simulation #3
The International Lodging Merger**

- This negotiation involves a merger between a U.S. and a Brazilian hotel chain.

#14 July 7 (Mon) Negotiation Best Practices

Text: Chapter 12, Best Practices in Negotiations

Salary Negotiations

- Figure out what you really want and identify your BATNA
- Do your homework about the company and the industry
- Determine the issue mix
- Engage and influence the interview to support a higher salary figure

Final Course Paper – Details to be announced

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Jerry L. Murase – Vice President and Senior Consultant at the American Consulting Group (ACG) specializing in employee relations, HR audits, employee handbooks, performance management, organizational development, and conflict resolution. He consults with organizations on a wide variety of matters involving hiring and recruitment, policy development, legal compliance, wage & hour issues, performance appraisal systems, harassment prevention training, supervisory & management training, and employee discipline & termination. Jerry is also an expert in mediation and arbitration and designing conflict resolution programs for organizations.

Jerry was a director and senior consultant at Strategic HR Services providing advice and consultation to employers and conducting the firm's seminars on human resources management and employment law throughout California. Before joining Strategic HR, Jerry was a director of alternative dispute resolution at Total Employee Relations Services, and formerly was a vice president of the American Arbitration Association where he supervised thousands of arbitration and mediation cases. He has also served as an ombudsperson, mediator and arbitrator in commercial and labor disputes.

Jerry is an adjunct professor at the Peter F. Drucker and Masatoshi Ito Graduate School of Management at Claremont Graduate University where he teaches a negotiation and conflict resolution course in the MBA program as well as an instructor in the certificate program on conflict management at the University of California, Irvine.

Jerry earned a Bachelor of Science degree in business administration from California State University, Los Angeles; and Master of Arts in Management and Executive Master of Business Administration degrees from The Claremont Graduate School. He also has a Certificate in Industrial Relations from UCLA Institute of Industrial Relations.

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