MGT324/624
SUMMER 2019 INTERSESSION
NEGOTIATION STRATEGIES

DRAFT 2.11.19

Professor:	Dr. Terri A. Scandura Warren C. Johnson Professor of Management
Office:	417B Jenkins Building Coral Gables, FL 33124-9145
Telephone:	(305) 284-3746 office (305) 284-3655 fax
E-mail:	scandura@miami.edu
Office Hours:	By appointment

Faculty Abbreviated Biography

Dr. Terri A. Scandura is the Warren C. Johnson Endowed Professor of Management in the Miami Business School, Coral Gables, Florida. From 2007 to 2012, she served as the Dean of the Graduate School at the University of Miami. Dr. Scandura's fields of interest include leadership, mentorship, and teams. She has authored numerous articles and book chapters, published in the Journal of Applied Psychology, Industrial Relations, the Academy of Management Journal, the Journal of Management, the Journal of International Business Studies, the Journal of Organizational Behavior, The Leadership Quarterly, the Journal of Vocational Behavior and others. She has been an editor of three major journals in management and international business. Dr. Scandura has been a visiting scholar in the United States, Japan, the United Kingdom, Australia, Hong Kong, China and the United Arab Emirates. She has taught Organizational Behavior, Leadership, Teams, and Negotiation. She is a member of the American Psychological Association (APA), the Society of Organizational Behavior and the Academy of Management and has been elected a fellow in the Society for Industrial & Organizational Psychology and the Southern Management Association. Dr. Scandura has consulted and delivered Executive Education Programs to a number of organizations, including United Distillers, American Bankers Insurance Group, Barnett Bank, Burger King, Mercedes Benz, Johnson & Johnson, Miami Children's Hospital, Sarasota Memorial Hospital, Lower Keys Medical Center, Jackson Memorial Hospital, Palm Beach Health Centers, Royal Caribbean, VISA, the Young Presidents Organization and Hewlett-Packard. Her book, *Essentials of Organizational Behavior: An Evidence-Based Approach* is published by SAGE Publications.

Course Objectives

This course is a skills-based approach to learning the art and science of negotiation. Negotiation is a core management competency; these skills are necessary for leaders in business, non-profits, small businesses and other organizations. This course will cover preparation, and negotiation skills such as establishing trust and relationship-building. Additional topics covered include power, persuasion, creativity and problem-solving, ethics and cross-cultural negotiation. Skills and self-insight will be acquired through self-assessment, role-play negotiation exercises and a course paper.

Specific course objectives:

- Learn how to prepare for a negotiation situation
- Learn the difference between distributive and win-win negotiation
- Improve your negotiation skills through assessment and role-play
- Become more aware of non-verbal cues and cross-cultural differences
- Become a more effective negotiator in business and personal situations

Required Texts

Thompson, L. L. 2015. ***The mind and the heart of the negotiator***, Sixth edition. Upper Saddle River, NJ: Prentice-Hall.

Course Pack. Negotiation exercises from the Kellogg Dispute Resolution Research Center at Northwestern University. *Do not show your Course Pack to your negotiating partner*. Once you have selected a negotiation partner, one will purchase Course A and the other will purchase Course B at the links indicated on Blackboard (Syllabus Tab).

Class notes and other resources for this course are available on the course web site at www.courses.miami.edu.

Payoff Matrix

Student grades in this course are determined on the basis of 400 points distributed as follows:

Quiz 1		50 points
Quiz 2		50 points
Homework and Preparation Worksheets		100 points
Exercise Course Paper (with partner)		100 points
Class Contribution and Involvement		100 points
	Total	400 points

Explanation of Course Components

A. Quizzes. The two quizzes are not cumulative and will consist of short answer essay questions based on readings, lectures, and videos, exercises and case material. Make-up quizzes will not be given unless the student has a documented serious illness or other extreme personal circumstances, and must be arranged prior to the quiz date. (100 points: 2 Quizzes @ 50 points each).

B. Homework and Preparation Worksheets. Four homework assessments will be collected (10 points each=40 points). For each negotiation, preparation worksheets completed prior to the negotiation will be collected (10 points each= 60 points) (100 points). Homework and worksheets are due on the dates indicated on the syllabus. Note: Late homework assignments and worksheets will not be accepted.

C. Exercise Course Paper (minimum: 18 pages). This paper is to be developed and written with your negotiating partner. Write an analysis of what you learned *together* about negotiation from the exercises done in class and your application of the course material to them. You should specifically refer all of the negotiation exercises. In your paper, address the following questions:

- Who controlled the negotiation and how did they do it?
- What were the critical factors that affected the negotiation situation and outcomes and what can you say about these factors in general?
- How did the negotiation context differ from other exercises, and what new factors did this context highlight?
- What was the performance impact (i.e., who came out better in the negotiation and why)?
- What did you learn about the behavior of others?
- What did you learn about bargaining and conflict from this situation?
- What would you do the same or differently in the future, or how would you like to behave in order to perform more effectively? (100 points)

Refer to material from the text, lecture, notes, and videos to analyze your processes and performance. I recommend that you take notes after each exercise to facilitate writing this paper. The course paper is due on the date indicated on the attached syllabus.

Note: It is best not to miss any classes. However, if you (or your negotiation partner) miss class, you will have to complete the exercise outside of class or you will not be able to complete the paper.

D. Class Involvement/Participation. It is logical that without attending class, you cannot participate. However, just showing up is not enough! You are expected to take part in class discussions and negotiation exercises. In addition, you are expected to contribute to the course papers. Don't let your negotiation partner down! Remember: If you are absent; they cannot participate. The highest participation grades are reserved for those students who make consistent and excellent contributions to the class and to their negotiation partners. The quality and quantity of participation is the professor's judgment and this is not negotiable. Refer to the class participation rubric posted on Blackboard for more details.

If you must miss class for an *excused absence*, you may make up some participation credit by writing a five page paper on a successful or failed negotiation (this can be from reports in the media, or your personal experience) OR you may develop a learning aid such as a spreadsheet that can be shared with the class. This is worth five points and must be turned in on the last class meeting prior to Quiz 2.

Final Grades. There are now mandatory school-wide grades bands for all courses. Thus, the grade you earn in the course will be determined by, not only your level of achievement, but also the distribution of class member scores (i.e., your rank relative to others). Students have two weeks after the posting of final course grades to appeal any portion of the grade or the final grade. Requests must first be made in writing (email is fine) prior to meeting to discuss the grade.

Miami Business School Course Policies:

Class Attendance:

Each student is required to attend every class and attendance will be part of the grade. I will excuse absences only in cases of documented serious illness, religious observance, civic obligation or participation in an activity approved by the Academic Deans Policy Council. If you need to miss class for religious observance or a civic obligation, please inform the instructor at least one week in advance. Any other reasonable absences such as absences for work related travel/job interviews, or family emergency may be excused at the discretion of the faculty upon receiving supporting documentation. It is the student's responsibility to contact the instructor within one week after any unanticipated absence. I will not schedule any examination or other graded class event on a major religious holiday.

Arriving Late, Leaving Early, Coming & Going:

Classes start on time and students must arrive to class on time and stay to the end of the class period. Students may enter class late or leave early only if given permission by the instructor and only if they can do so without disrupting the class.

Use of Laptops:

Use of a laptop or Tablet PC is permitted only if (1) it is used for class function such as taking notes or following lecture notes, (2) the use does not distract the student from paying attention to class content, and (3) the use does not distract other students in class. Activities such as checking messages and browsing the internet are expressly prohibited.

Makeup Policy:

Makeup examinations, papers, homework assignments will not be given except in the most unusual or serious circumstances, and then only for documented severe illness, extreme personal difficulties (e.g. a death in the immediate family), civil obligation, or religious observance. Any makeup exams/ homework assignments/projects will be arranged at a time convenient for the student and the instructor.

Statement on Academic Dishonesty:

I reserve the right to discipline persons for academic dishonesty in conformity with the general rules of the School and the University, including lowering grades or failing affected persons on exams, cases, or the course as a whole.

Please note, in particular, that no scrap paper is to be used during examinations, except that furnished by me; persons engaged in suspicious practices during an examination (in my opinion) may have their exams terminated and rescheduled at a later date. Finally, upon completion of an examination, all test materials are to be returned to me; failure to return all exam materials will result in a mandatory failing grade for the entire exam. Students should be familiar with the Graduate Student Honor Code. Please visit http://www6.miami.edu/dean-students/pdf/gradute_honorcode.pdf to view the PDF document.

DATE/TIME	TOPICS	READINGS*, NEGOTIATIONS**, HOMEWORK***
7.1.19	Course Introduction Negotiation Preparation	Chapter 1 Homework: Biographical Statement Chapter 2 Exercise: Biopharm-Seltek (worksheet due) Homework: Strategies for Handling Conflict
7.2.19	Distributive Negotiation	Chapter 3 Exercise: Zephyr (worksheet due)
7.3.19	Integrative Negotiation	Chapter 4 Exercise: Coffee Contract (worksheet due)
7.4.19	**HOLIDAY: Independence Day**	
7.5.19	**QUIZ 1** Negotiating Style	Chapter 5 Homework: Negotiation Style Assessment
7.8.19	Trust and Relationship Building	Chapter 6 Exercise: New Recruit (worksheet due) Homework: How Trustful Are You?
7.9.19	Power, Gender, Ethics	Chapter 7 Exercise: Energetics meets Generex (worksheet due) Homework: Dependency Situation Questionnaire
7.10.19	Creativity, Problem Solving	Chapter 8
7.11.19	Cross-Cultural Negotiation	Chapter 10 Exercise: Cobalt and Silverlight (worksheet due)
7.12.19	**QUIZ 2**	**COURSE PAPERS DUE**

*Readings: Chapters from *The Mind and the Heart of the Negotiator* text.
**Negotiations: In Course Pack.
***Homework Assessments & Worksheets posted on Blackboard in Assignments/Assessments folder.