MANA 4341-001

Negotiations & Conflict Management

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Office hours: Before class, after class, or by appointment

**Course Overview**

This course focuses on developing your conflict management and negotiating skills. By the conclusion of this course, you will have improved your ability to diagnose negotiation situations, strategize and plan upcoming negotiations, and engage in more effective negotiations.

Negotiating effective agreements is typically viewed as a blend of art and science. Consequently, to assist you in developing effective negotiation and conflict management skills, this course heavily emphasizes experiential learning through student participation in a variety of exercises and role-plays. Research on negotiations and conflict will be used to supplement this learning. Throughout the course you will be placed into numerous realistic negotiation settings, and you will need to prepare for, participate in, and analyze your negotiations.

Objectives and Student Outcomes

1. Students will be able to describe the impact of different conflict handling styles in the workplace.
2. Students will be able to differentiate distributive and integrative negotiation strategies.
3. Students will be able to describe key attributes of alternative dispute resolution procedures such as the mediation process.

The focus of the course includes:

1. Understanding the central concepts of negotiation and conflict.

2. Providing experience in the negotiation and conflict management process.

3. Effectively diagnosing and planning for different types of negotiation situations.

4. Developing negotiating skills and confidence in a variety of contexts.

**Course Materials**

**BOOKS:**

1. Lewicki, R.J., Saunders, D.M., & Barry, B. (2007). Essentials of Negotiation, 4th or 5th edition. NY: McGraw-Hill. ISBN-13: 978-0-07-310276-4 (available through UTA bookstore)
2. Fisher, R., Ury, W., & Patton, B. (1991). Getting to Yes: Negotiating Agreement Without Giving In, second or third edition. NY: Penguin. ISBN# 0-14-015735-2 (available through UTA bookstore, Amazon, or local book stores)
3. **Dispute Resolution Exercise fee**: You are also required to pay a fee for the use of experiential exercises. This fee is charged by the Dispute Resolution Research Center and can be paid through the UTA Bookstore over the web or in person. All you need to do is demonstrate you paid the fee. To do this, please bring or email me the receipt for this by the third class meeting.

4. **Harvard Cases**:

The “Thomas Green” and “Name Your Price” cases are available for purchase through Harvard Business School Publishing’s web page. To obtain this case use the link below:

**https://cb.hbsp.harvard.edu/cbmp/access/33354032**

5. **Articles:**

A few articles are available on the electronic reserve through the UTA library. Check the e-reserve for easy access (search for our course). These readings are noted on the syllabus as **UTA-Library**. Downloading the HTML versions of each article may be faster than the PDF version.

**6. Books for Group Projects:**

Each group will be assigned chapters from ONE of the books below:

1. Ury, W. (1993). Getting Past No: Negotiating in Difficult Situations. New York: Bantam. ISBN# 978-0-533-37131-4 (available through Amazon or local book stores)

2. Stone, Patton, and Heen (2010): Difficult Conversations: How to Discuss What Matters Most (10th anniversary edition). Penguin. ISBN# 9780143118442 (available through Amazon or local book stores)

**Course Requirements & Evaluation**

It is the student’s responsibility to keep up with the class and any changes that may be made. It is the student’s responsibility to fulfill the course requirements. Students will be evaluated on the following:

1. **Participation.** (15%). ***Attending class* and turning in case review and other assignments *on time* are *minimal* expectations and thus, will earn you only about 50% of the participation points available.** Please note that being distracted or not “fully present” while attending class due to high technology distractions or other distractions, is ***very* detrimental** to the participation grade (such distraction will result in participation points being **subtracted**).

Student participation is especially critical to the learning environment of this course and thus, is highly valued and rewarded. The flip side of course, is a lack of quality participation will have a substantial and detrimental impact on the course grade. Evaluation of participation will be based partly on (1) negotiation *preparation* as determined in part by planning documents for certain negotiations and/or quizzes, (2) **thoughtful and active involvement** in the negotiation role-play *process*, (3), negotiation *outcomes* (certain negotiations may be scored), (4) post-negotiation analysis. Peer and instructor evaluations of student participation may be used to help determine this aspect of the grade. Early in the semester, a few case reviews (CR) will also contribute to this grade.

**2. Exams.** (65%). The format of the two exams will likely include short answer questions, multiple choice, and True/False question. Students should bring a scantron to the exam. If the student misses the exam, there will be one make-up exam offered on the last day of the semester at 8:00am in the management department office.

3. **Group Presentations & Executive Summary (**20%)**.** Further details will be described in class.

**Final Course Grades:** Will be determined by ranking the students based upon their overall course performance. Assuming an acceptable level of performance, those in the top of the class, will receive a course grade of A. Those in the middle of the class will receive B’s, and those below the middle and toward the bottom will receive C’s, D’s, or F’s. If, the overall course does quite well, then the number of A’s & B’s received may go up. Alternatively, if the overall course does not do so well, the number of A’s and B’s may go down and the number of C’s & D’s received may go up.

**My Approach to Handling Academic Dishonesty**:

Academic dishonesty of *any size or shape* in this course will result in (at a minimum) a failing grade for the COURSE (an F for the course grade). Cases will also be sent to the administration for further processing. When a case is received by the administration, it may then be decided to impose additional consequences such as those outlined in the policy described below. For further information you can go to <http://www.uta.edu/studentaffairs/judicialaffairs/dishonesty.php>.

**Academic Integrity:** Students enrolled in this course are expected to adhere to the UT Arlington Honor Code:

*I pledge, on my honor, to uphold UT Arlington’s tradition of academic integrity, a tradition that values hard work and honest effort in the pursuit of academic excellence.*

*I promise that I will submit only work that I personally create or contribute to group collaborations, and I will appropriately reference any work from other sources. I will follow the highest standards of integrity and uphold the spirit of the Honor Code.*

UT Arlington faculty members may employ the Honor Code as they see fit in their courses, including (but not limited to) having students acknowledge the honor code as part of an examination or requiring students to incorporate the honor code into any work submitted. Per UT System *Regents’ Rule* 50101, §2.2, suspected violations of university’s standards for academic integrity (including the Honor Code) will be referred to the Office of Student Conduct. Violators will be disciplined in accordance with University policy, which may result in the student’s suspension or expulsion from the University.

**Drop Policy:** Students may drop or swap (adding and dropping a class concurrently) classes through self-service in MyMav from the beginning of the registration period through the late registration period. After the late registration period, students must see their academic advisor to drop a class or withdraw. Undeclared students must see an advisor in the University Advising Center. Drops can continue through a point two-thirds of the way through the term or session. It is the student's responsibility to officially withdraw if they do not plan to attend after registering. **Students will not be automatically dropped for non-attendance**. Repayment of certain types of financial aid administered through the University may be required as the result of dropping classes or withdrawing. For more information, contact the Office of Financial Aid and Scholarships (<http://wweb.uta.edu/aao/fao/>).

**Attendance:** At The University of Texas at Arlington, taking attendance is not required. Rather, each faculty member is free to develop his or her own methods of evaluating students’ academic performance, which includes establishing course-specific policies on attendance. As the instructor of this section, participation in class is graded as noted earlier. Thus, if you are not in attendance, you cannot participate in class**. Consequently, missing class will be detrimental to your grade**.

**Americans with Disabilities Act:** The University of Texas at Arlington is on record as being committed to both the spirit and letter of all federal equal opportunity legislation, including the *Americans with Disabilities Act (ADA)*. All instructors at UT Arlington are required by law to provide "reasonable accommodations" to students with disabilities, so as not to discriminate on the basis of that disability. Any student requiring an accommodation for this course must provide the instructor with official documentation in the form of a letter certified by the staff in the Office for Students with Disabilities, University Hall 102. Only those students who have officially documented a need for an accommodation will have their request honored. Information regarding diagnostic criteria and policies for obtaining disability-based academic accommodations can be found at [www.uta.edu/disability](http://www.uta.edu/disability) or by calling the Office for Students with Disabilities at (817) 272-3364.

**Title IX:** The University of Texas at Arlington is committed to upholding U.S. Federal Law “Title IX” such that no member of the UT Arlington community shall, on the basis of sex, be excluded from participation in, be denied the benefits of, or be subjected to discrimination under any education program or activity. For more information, visit [www.uta.edu/titleIX](http://www.uta.edu/titleIX).

**Student Support Services**:UT Arlington provides a variety of resources and programs designed to help students develop academic skills, deal with personal situations, and better understand concepts and information related to their courses. Resources include tutoring, major-based learning centers, developmental education, advising and mentoring, personal counseling, and federally funded programs. For individualized referrals, students may visit the reception desk at University College (Ransom Hall), call the Maverick Resource Hotline at 817-272-6107, send a message to [resources@uta.edu](mailto:resources@uta.edu), or view the information at [www.uta.edu/resources](http://www.uta.edu/resources).

**Electronic Communication:** UT Arlington has adopted MavMail as its official means to communicate with students about important deadlines and events, as well as to transact university-related business regarding financial aid, tuition, grades, graduation, etc. All students are assigned a MavMail account and are responsible for checking the inbox regularly. There is no additional charge to students for using this account, which remains active even after graduation. Information about activating and using MavMail is available at <http://www.uta.edu/oit/cs/email/mavmail.php>.

**Student Feedback Survey:** At the end of each term, students enrolled in classes categorized as “lecture,” “seminar,” or “laboratory” shall be directed to complete an online Student Feedback Survey (SFS). Instructions on how to access the SFS for this course will be sent directly to each student through MavMail approximately 10 days before the end of the term. Each student’s feedback enters the SFS database anonymously and is aggregated with that of other students enrolled in the course. UT Arlington’s effort to solicit, gather, tabulate, and publish student feedback is required by state law; students are strongly urged to participate. For more information, visit <http://www.uta.edu/sfs>.

**Final Review Week:** A period of five class days prior to the first day of final examinations in the long sessions shall be designated as Final Review Week. The purpose of this week is to allow students sufficient time to prepare for final examinations. During this week, there shall be no scheduled activities such as required field trips or performances; and no instructor shall assign any themes, research problems or exercises of similar scope that have a completion date during or following this week *unless specified in the class syllabus*. During Final Review Week, an instructor shall not give any examinations constituting 10% or more of the final grade, except makeup tests and laboratory examinations. In addition, no instructor shall give any portion of the final examination during Final Review Week. During this week, classes are held as scheduled. In addition, instructors are not required to limit content to topics that have been previously covered; they may introduce new concepts as appropriate.

**Emergency Exit Procedures:** Should we experience an emergency event that requires us to vacate the building, students should exit the room and move toward the nearest exit. When exiting the building during an emergency, one should never take an elevator but should use the stairwells. Faculty members and instructional staff will assist students in selecting the safest route for evacuation and will make arrangements to assist handicapped individuals.