



MGT 5050: Art of Negotiation

Instructor Information

Instructor information is located on the course Moodle page.

Course Information

Course Description

This course will focus on effective oral and written communication skills required for successful negotiation. Topics covered will include the nature of negotiation, communication, and the “power of talk”. Through exercises and case studies, student will have the opportunity to analyze and evaluate rules for negotiation.

Materials Inventory

Textbook - Required

Lewicki, R.J., Saunders, D.M., & Barry, B. (2015). Negotiation (7th ed). New York, NY: McGraw-Hill. ISBN: 978-0-07-802944-8

Publication manual of the American Psychological Association (2010). 6th ed. Washington, DC: American Psychological Association.

Additional Materials

- Galileo and Shorter University library resources, as required
- Guidelines for Writing Academic Papers: <http://owl.english.purdue.edu/owl>
- Overview of and How to Avoid Plagiarism: <http://owl.english.purdue.edu/owl/resource/589/01>

Links to Useful Articles – Negotiating Tactics

Note: Although some of the articles are dated, the information is still useful for this course.

- <http://www.utsandiego.com/news/2009/mar/13/1c14question092059-smartliving-how-can-haggle-for/>
- http://www.negotiationskills.com/pdf/crossing_corporate_cultures.pdf
- http://www.negotiationskills.com/pdf/article_ivey04.pdf
- <http://www.negotiationskills.com/articleB5.php>

Journals

Academy of Management Journal
Academy of Management Review
Business Communication Quarterly
Harvard Business Review
Journal of Business Communication

Resources

Journal Articles

Benson, K. (2011). Art of negotiation. *Sales and Service Excellence*, 11(12), 6.

Fall, L.T., Kelly, S., MacDonald P., Primm, C., & Holmes, W. (2013). Intercultural communication apprehension and emotional intelligence in higher education: Preparing students for career success. *Business Communication Quarterly*, 76(4), p. 412-426.

Gino, F. (2014). Hidden benefits of distrust. *Executive Leadership*, 29(11), 7.

Jarzabkowski, P., & Wolf, C. (2014). The role of practical coping in strategy making. *Academy of Management Annual Meeting Proceedings*, 1332-1337. Doi: 10.5465/AMBPP.2014.259

Johansson, C., Miller, V., & Hamrin, S. (2014). Conceptualizing communicative leadership framework for analyzing and developing leaders' communication competence. *Corporate Communicators: an International Journal*, 19 (2), p. 147.

Osim, I., Iancu, T.T., Popescu, G., Pirvulescu, L., Merce, I., & Radac, B. (2012). The art of business negotiation. *Agricultural Management/Lucrari Stiintifice Seria, I, Management Agricol*, 14(2), 443-448.

Sardana, J., & Hothi, B.S. (2011). Role of communication skills of a strategic leader in building up an effective organizational culture. *Asia Pacific Journal of Research in Business Management*, 2(11), p. 1-2.

(2014, September). 7 most common negotiating mistakes. *Nova Scotia Business Journal*, 6-8

Video Links

Negotiations Skills

<https://www.youtube.com/watch?v=oy0MD2nsZVs>
<https://www.youtube.com/watch?v=rCmyMDrCWjs>
<https://www.youtube.com/watch?v=31EA3-4BudU>
<https://www.youtube.com/watch?v=bMWLimhNfTI>
<https://www.youtube.com/watch?v=0DrA5mTbbHA>

Course Objectives

Upon completion of the *Art of Negotiation* course, each student will be able to:

- Analyze and evaluate the assumptions and premises that underlie the concept of negotiation techniques to understand tactical tasks, positions taken during negotiation, and how to handle conflict (Educational Principles III, IV, and VIII).
- Compare and contrast the ethical components of the negotiation process, and analyze the importance of perception, cognition, and emotion as a basis in negotiations (Educational Principles III, IV, V, and VIII)..
- Evaluate the models of communication and analyze the how the communication process is used during negotiations (Educational Principles III, IV, and VIII).
- Evaluate sources of power and influence, and analyze how to use these components during negotiations (Educational Principles IV and VIII).
- Assess how relationships are formed, and evaluate how Agents, Constituents, and Audiences change during negotiations (Educational Principles III, V, and VIII).
- Analyze theoretical basis and empirical findings regarding how individual differences in gender, personality, and ability impact the negotiation process (Educational Principles I, II, III, IV, and VIII).
- Evaluate the differences in procedures during international and cross-cultural negotiations (Educational Principles III, V, and VIII).
- Assess techniques for managing difficult negotiations and negotiation impasses (Educational Principles II, III, and VIII).
- Analyze best practices in negotiations (Educational Principles II, III, and VIII)

Course Outcomes

The following outcomes are expected of each student for *Art of Negotiation*:

- Through participation in robust discussion posts, students will be able to analyze, evaluate, and synthesize data related to the negotiation process.
- Through a thorough analysis of current negotiation events, students will demonstrate the ability to analyze the theoretical and empirical basis for the negotiation process.
- Through the completion of weekly quizzes, students will demonstrate mastery of the course concepts.
- Through the completion of a 12 to 15-page research paper, students will be able to synthesize scholarly literature to address a current negotiation issue and integrate information related to useful techniques and communication skills required during the negotiation process.
- Through the integration of ethical theories, students will demonstrate the ability to analyze and evaluate relevant decision factors in addressing ethical dilemmas that arise during negotiations.

Assignment Overview

Weekly Assignments

Each week you will read assigned chapters from the required textbooks and apply your knowledge of the information by writing short papers.

Discussion Posts

Post your original discussion by the second day of class, and post two additional posts by the seventh day. Student needs to post on three different days to receive a maximum grade. Points will be deducted for grammar and spelling issues.

Video Critique/Case Study

Students will be required to complete a critique of an assigned video (<https://www.youtube.com/watch?v=rCmvMDrCWis>) during week five. Requirements for completion of assignment can be found under assignments for week five.

Midterm and Final Exam

A Midterm and Final Exam will be administered for this course. Students will complete the assigned exams by the seventh day of the assigned week (week 4 and week 8).

Final Project – Research Paper

The purpose of this paper is to research and analyze a negotiation as reported in the media (i.e., labor-management dispute, merger or acquisition talks, international negotiations, major business deals, etc.). The paper should be 12-15 pages in length (not including the cover and reference pages) and contain at least 8-10 references from peer-reviewed, scholarly references. Be sure to incorporate information regarding theories and approaches to the negotiation process. The paper should be in APA (6th ed.) format.

You will complete the assignment in six phases, and the final draft (containing all aspects of the project) will be submitted in week 8.

Policies and Procedures

Grading Criteria

Discussion Forums (8 @ 25 points each)	200 points
Weekly Writing Assignments (8 @ 50 points each)	400 points
Reference List (1 @ 50 points)	50 points
Annotated Bibliography (1 @ 50 points)	50 points
Midterm (1 @ 25points each)	25 points
Final Exam (1 @ 25 points)	25 points
Video Critique (1 @ 50 points)	50 points
Research Paper – (6 parts @ 50 points each)	300 points
Total Possible Points	1,100 points

Grading Scale

A = 90-100%
B = 80-89%
C = 70-79%
F = 69- Below

Attendance

The criteria regarding in-class attendance are as follows:

- Attend each class and participate.
- A maximum of two class absences (due to illness or emergency) are allowed for each 8-week course. If a student misses more than the maximum allowable absences during one course, the instructor is required to issue a grade of WF to the student.

Online attendance is determined by completion of assignments and discussion board on time. The Rubric for Discussion Boards is as follows:

Graded Assignments and Discussion Boards	
Answers Questions and Responds to Classmates Appropriately	25 Points
Partially Answers Questions/ Responds to Classmates Appropriately	15 Points
Response is Off-Topic/Does Not Respond to Classmates Appropriately	0 points

Discussion Board

Post your original discussion by the second day of class, and post two additional posts by the seventh day. Student needs to post on three different days to receive a maximum grade. Points will be deducted for grammar and spelling issues.

Course Discussion and Participation

Evaluated continuously throughout the course

Netiquette

Please use the following link for guidelines course netiquette:

<http://www.brighthub.com/education/online-learning/articles/26946.aspx>

Academic Integrity Policy

A Community of Honor

As a liberal arts university committed to the Christian faith, Shorter University seeks to develop ethical men and women of disciplined, creative minds and lives that focus on leadership, service and learning. The Honor System of Shorter University is designed to provide an academic community of trust in which students can enjoy the opportunity to grow both intellectually and personally. For these purposes, the following rules and guidelines will be applied.

Academic Dishonesty

"Academic Dishonesty" is the transfer, receipt, or use of academic information, or the attempted transfer, receipt, or use of academic information in a manner not authorized by the instructor or

by university rules. It includes, but is not limited to, cheating and plagiarism as well as aiding or encouraging another to commit academic dishonesty.

"Cheating" is defined as wrongfully giving, taking, or presenting any information or material borrowed from another source - including the Internet by a student with the intent of aiding himself or another on academic work. This includes, but is not limited to a test, examination, presentation, experiment or any written assignment, which is considered in any way in the determination of the final grade.

"Plagiarism" is the taking or attempted taking of an idea, a writing, a graphic, musical composition, art or datum of another without giving proper credit and presenting or attempting to present it as one's own. It is also taking written materials of one's own that have been used for a previous course assignment and using it without reference to it in its original form.

Students are encouraged to ask their instructor(s) for clarification regarding their academic dishonesty standards. Instructors are encouraged to include academic dishonesty/integrity standards on their course syllabi.

Procedure

- A. It is the responsibility of an instructor to certify that academic assignments are independently mastered sufficiently to merit course credit. The responsibility of the student is to master academic assignments independently, refrain from acts of academic dishonesty, and refuse to aid or tolerate the academic dishonesty of others.
- B. If an instructor determines that the student is guilty of academic dishonesty, the instructor must discuss the matter with the student. In the event the instructor cannot reach the student in a timely manner, such as when the student has gone home at the end of a semester, the instructor may assign a grade of "I" (Incomplete) until the student can be contacted and the matter of academic dishonesty discussed. The instructor then completes the "Academic Violation Form" (see *Appendix A*) which should include evidence and other necessary documentation. The instructor will determine the appropriate remedy: either to assign a grade of zero on that assignment in question or a grade of "F" in the course. The student will designate whether he/she accepts the remedy for the violation of the dishonesty policy or wishes to appeal the instructor's decision. If a student elects to appeal, the "appeal due date" line must be completed on the Academic Violation Form. (See the Appeals section below for more information regarding the appeals process)
- C. Upon completion, the instructor forwards the Academic Violation Form to the Registrar's for the placement in the student's permanent record. The Registrar will forward copies of the Academic Violation Form to the student, the faculty member, department chair, academic dean, dean of students, provost, and president. Not appealing when the form is first completed or by the appeal due date will be taken as an admission of guilt, except under compelling circumstances to be determined at the sole discretion of the provost.
- D. If upon receipt of the Academic Violation Form the Registrar determines that the student is guilty of a second offense, then a grade of FD (Failure Due to Academic Dishonesty) will be assigned by the Registrar for the course regardless of the remedy specified on the Academic Violation Form. Assigning the FD is to be done by the Registrar when the second Academic Violation Form is placed in the student's record, and the Registrar will notify all parties in writing. The student is then permanently barred from membership in any honorary society and is permanently ineligible for any SU honor list. The student may petition the Academic Integrity Appeals Committee to have the dishonesty notation

removed from the transcript after one year or upon graduating from the University if no additional dishonesty offenses occur and the student satisfactorily completes the Academic Integrity Program. The grade of F remains on the transcript. Upon receipt by the Registrar of a third offense, the Registrar will assign the grade of FD and then notify all parties. After all appeals are exhausted, if the third offense still stands, then the student will be permanently expelled from the University. The notice of expulsion will be forwarded to the student, department chair, appropriate academic dean, dean of students, provost, and president. A copy of the final report with the three offenses will become a part of the student's permanent record. The university reserves the right to expel the student after a first or second offense, depending on the circumstances and at the sole discretion of the provost.

Appeals

- A. The student who wishes to appeal an academic violation charge should submit his/her appeal in writing to the chair of the appropriate department by the appeal due date indicated on the Academic Violation Form, which is normally within ten regularly scheduled class days after the completion date of the Academic Violation Form. This statement should contain the reasons for which the student is appealing the instructor's decision. The burden of proof lies with the student in such a case to show that an error or malfeasance has occurred. Within ten regularly scheduled class days of receiving the written appeal, the department chair will notify in writing both the instructor and the student of the chair's decision. If the department chair is also the instructor who files the Academic Violation Form, then the student must appeal to the appropriate academic dean.
- B. When, in the opinion of the department chair, the student fails to show reasonable cause for further investigation, the chair may deny the appeal without taking further action. When, in the opinion of the department chair, a student's appeal raises reasonable doubt as to whether a mistake or malfeasance has occurred, the chair will meet with the faculty member and with the student and render a decision within ten regularly scheduled class days of the receipt of the appeal. If the decision favors granting the student's appeal, the department chair may request that the Registrar remove the Academic Violation Form from the student's record. The chair will notify both the student and the instructor of this action.
- C. If the student files the initial appeal or elects to appeal the chair's decision during Maymester, Summer I, Summer II or during final exam week of the Fall or Spring semesters and if the instructor or department chair is not available during that time, all of the foregoing time requirements begin to run with the first day of class in the next major term. In extreme or unusual circumstances regarding the timeliness of the appeals process, the provost will make the final determination.
- D. Any student who has exhausted the remedies open under the procedures outlined above may appeal the entire matter to the Academic Integrity Appeals Committee in writing within ten regularly scheduled class days of receiving the response from the department chair. Upon receipt of the appeal, the Academic Integrity Appeals Committee will review the matter and issue a decision within fifteen (15) regularly scheduled class days. The Academic Integrity Appeals Committee has the authority to deny the appeal, reduce the penalties in the event of extenuating circumstances, or direct the registrar to remove the record of the Academic Violation Form from the student's permanent record. The results of the Academic Integrity Appeals Committee are final.
- E. All results from the proceedings of the Academic Dishonesty Appeals Committee should be reported to the appropriate academic dean, dean of students, provost, and president

as information.

NOTE: During the appeals process, the student may continue to attend the class in which the violation occurred.

Disability Policy

Please consult the current catalog or student handbook for the University's disability accommodation policy or contact Student Services, Fitton Student Union 219.

Disability Services: If you believe you are entitled to reasonable accommodation based on a documented disability (per The Americans with Disabilities Act and Section 504 of the Rehabilitation Act of 1973), please contact Student Support Services at 706-233-7417 or visit <http://www.shorter.edu/disability-services> for more information.

Writing Expectations

Shorter University emphasizes the importance of employing proper grammar, composition, and writing style across the curriculum. All papers should demonstrate appropriate writing skills and adherence to APA formatting guidelines. Each paper must be submitted during the week assigned with a minimum of 1,000 words to a maximum of 1500 words.

Library Resources for an Online Course

Librarians are available during reference hours to assist you. To contact the librarian on duty, please call the Rome librarians. It can be reached toll-free at 770-748-0231 + extension. Local numbers are 706-233 + extension

*Reference Hours***

Library Hours- Livingston Library at the Rome campus

Mon – Th. 8:00 a.m. – 11:00 PM

Friday 8:00 a.m. – 5:00 PM

Sat 1:00 p.m. – 5:00 PM

Sun 2:00 p.m. – 11:00 PM

Web Address (URL)

<http://www.shorter.edu/libraries/directory.htm>

The Shorter Libraries' Catalog, the Shorter Libraries' Periodical List, GALILEO, Facts.com, ATLAS and other EBSCOhost databases, and the off-campus Librarians are available as well.

- <http://www.galileo.usg.edu/scholar/shorter/search/>
- http://www.shorter.edu/libraries/libraries_home.htm
- <http://www.galileo.usg.edu/scholar/shorter/journals/?Welcome>

Course Schedule

Module 1 – Week 1

OBJECTIVES

Upon completion of this class, each student will be able to:

1. Discuss the Author's style and approach.

2. Evaluate the characteristics of a negotiation situation, and analyze the differences in value claiming and value creation.
3. Assess the definition and levels of conflict, and evaluate the major strategies for conflict management.
4. Describe how the distributive bargaining process works and learn the fundamental strategies of distributive bargaining.
5. Assess the four important tactical tasks for a negotiator in a distributive bargaining situation.
6. Evaluate the requirements for “closing the agreement”, and analyze typical hardball negotiation tactics.
7. Evaluate the factors that facilitate successful integrative negotiation, and analyze why integrative negotiation is difficult to achieve.

ITEMS TO BE COMPLETED		DUE DATES
Reading – Assignment	Chapters 1, 2, & 3	
Discussion Board	Discuss the different levels of conflict, and identify the strategies that are used for conflict management. Support your response with information from the literature.	Initial post by the 3 rd day of the class – Every week - you must have a post on 3 different days during the week. All posts must be completed before the end of the week; within 7 days of the start date.
Writing Assignment	Before one can be successful during the negotiation process, one must understand the components of negotiation. Prepare a 3-5 page paper which analyzes the characteristics of a negotiation situation. Be sure to include information regarding the role of communication in the negotiation process. Synthesize and integrate information from at least two scholarly references that support the identified characteristics. Ensure that the assignment is written in APA (6 th ed.) format.	Before end of the week; within 7 days of the start date.
Research Paper – Part 1	Identify the negotiation issue that will be researched during this course (labor-management dispute, merger or acquisition talks, international negotiations, major business deals, etc.). Prepare a one page summary about the identified issue. Be sure to include what impact this negotiation process will have (or has had) in the particular industry (i.e., the merger between Southwest Airlines and Air Tran impacted the airline industry). This assignment should be in APA (6 th ed.) format.	Before end of the week; within 7 days of the start date.
Video	Review introductory video regarding negotiation skills:	Before end of the week; within 7 days of the start

	https://www.youtube.com/watch?v=31EA3-4BudU	date.
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Module 2 – Week 2

OBJECTIVES

Upon completion of this class, you should be able to:

1. Evaluate the importance of setting goals for an upcoming negotiation, and analyze the major elements of a process for selecting a negotiation strategy (and how to implement that strategy).
2. Assess how most negotiations evolve through understandable stages and phases.
3. Evaluate the requirements for gaining a set of tools for effectively planning for an upcoming negotiation.
4. Appraise whether there are commonly accepted ethical standards that apply to negotiations, and analyze the various factors that determine how ethics affect negotiation processes.
5. Evaluate of how marginally ethical tactics will be received by others in a negotiation and how to detect others' use of deceptive tactics.
6. Evaluate the basis of negotiations for the chosen research topic.

ITEMS TO BE COMPLETED		DUE DATES
Reading	Chapters 4 & 5	
Discussion Board	Ethical decision making is a necessary part of doing business. Discuss the four approaches to ethical reasoning. Be sure to incorporate why ethics matter in the negotiating process. Support your response with information from the literature.	Initial post by the 3 rd day of the class – Every week - you must have a post on 3 different days during the week. All posts must be completed before the end of the week; within 7 days of the start date.
Writing Assignment	<p>Lewicki, Saunders, and Barry (2015) explain that several steps are required to properly prepare for negotiations. Following table 4.3 (Negotiation Planning Guide), prepare to negotiate one of the following items:</p> <ul style="list-style-type: none"> • Sale of a used car • The sale of a home • The sale of a business • The sale of used equipment <p>You may choose to be the buyer or the seller. Regardless of the side chosen, your response should include all steps noted in table 4.3. Be sure to address the ethical implications</p>	Before end of the week; within 7 days of the start date.

	associated with the negotiation process. Synthesize and integrate information from at least one additional scholarly reference (aside from the text). Your submission should be in APA (6 th ed.) format.	
Reference List	Compile a reference list of at least 8 to 10 scholarly references. Be sure that the reference list is in APA (6 th ed.) format. Submit reference list by due date.	Before end of the week; within 7 days of the start date.
Research Project Part 2	Provide the introductory and background on the issue noted in week one for the research project. What is the basis for the negotiation? What are the main points being negotiated? Your introduction and background should be at least 3 to five pages in length (not including the cover and reference pages). Be sure to synthesize and integrate at least two scholarly references. The paper should be in APA (6 th ed.) format.	Before end of the week; within 7 days of the start date.

Module 3 – Week 3

Objectives

Upon completion of this class, each student will be able to:

1. Analyze the important role played by perceptions, cognition, and emotions in the negotiating process, and explore how perceptions can become distorted and lead to biases in negotiation and judgment.
2. Assess the ways that cognition (information processing) in negotiation can also be affected by biases and framing processes, and how emotions and mood can shape a negotiation.
3. Evaluate the basic components of communication flow in a negotiation, explore what is communicated in a negotiation, and consider the ways that communication might be improved during the negotiation process.
4. Analyze the different approaches to defining “power”, and evaluate why power is critical to negotiation.
5. Assess the different strategic approaches for negotiators who have more power and for negotiators who have less power, and evaluate how to deal with others who have more power.

Reading	Chapters 6-8	
Discussion Board	Discuss why power is important to negotiators. What are the sources of power, and what are the consequences of unequal power? Be sure to support your response with information from the literature.	Initial post by the 3 rd day of the class – Every week - you must have a post on 3 different days during the week. All posts must be completed before the end of the week; within

		7 days of the start date.
Writing Assignment	Research indicates that mood and emotion could have a positive or negative affect on negotiations (Lewicki, Saunders, & Barry, 2015). Write a 3-5 page paper which evaluates the impact of mood and emotion, and assess the impact of each on the negotiation process. Be sure to incorporate information noted in Box 6.5 (p. 223). Your paper should include at least 2 scholarly references and be in APA (6 th ed.) format.	Before end of the week; within 7 days of the start date.
Research Paper – Part 3	Now that you have developed the introduction and background, construct the problem statement for the negotiation issue being researched.	Before end of the week; within 7 days of the start date.
Annotated Bibliography	Prepare annotated bibliographies for the references list submitted in Week 2. The annotated bibliography should contain an introductory paragraph. Use your APA manual for proper formatting the annotated list. The submission should contain a cover page.	Before end of the week; within 7 days of the start date.

MODULE 4 week 4

OBJECTIVES

Upon completion of this class, each student will be able to:

1. Analyze the principles of successful influence, and evaluate the dynamics of “two routes” to successful influence.
2. Assess the various influence tools and techniques that are available through each of the routes, and discuss the variety of influence tools available to negotiate.
3. Evaluate how negotiation within an existing relationship changes the nature of negotiation dynamics and analyze the different forms of relationships in which negotiation can occur.
4. Assess the critical roles played by reputation, trust, and fairness in any negotiating relationship, and analyze the key elements of managing negotiations within a relationship.
5. Discuss how to rebuild trust and repair damaged relationships.

ITEMS TO BE COMPLETED		DUE DATES
Reading Assignment	Chapters 9 & 10	
Discussion Board	Research the two routes to influence. Discuss the two routes (Central Route to Influence and	Initial post by the 3 rd day of the class –

	Peripheral Route to Influence). What makes each route effective in the negotiation process?	Every week - you must have a post on 3 different days during the week. All posts must be completed before the end of the week; within 7 days of the start date.
Writing Assignment	Chapter 10 discusses the nature of relationships and how the dynamics within a relationship change during the negotiating process. Write a 3-5 page paper which analyzes the key elements in managing negotiations with relationships (reputation, trust, justice, and relationships among reputation, trust and justice). Be sure to discuss how to repair trust in a relationship while engaging in the negotiation process. Your submission should incorporate information from the text; be sure to synthesize and integrate information from at least one additional scholarly sources.	Before end of the week; within 7 days of the start date.
Research Paper	No Assignment due this week due to Midterm Exam.	
Midterm Exam	Prepare for Midterm Exam which will cover information from Chapters 1-8.	Before end of the week; within 7 days of the start date.

Module 5– Week 5

OBJECTIVES

Upon completion of this class, each student will be able to:

1. Evaluate how negotiation dynamics change when additional parties are added to a two-person negotiation, and assess how negotiation changes when a negotiator has to represent someone else's interests (i.e., act as an agent) rather than (his or her) own.
2. Assess the actions and influence exerted by constituencies and audiences to a negotiation and analyze the advice the author provides on how constituencies should manage their agents and how agents manage their constituencies.
3. Discuss what coalitions are and why they are important in negotiation.
4. Evaluate how coalitions form and develop, analyze what makes them strong or weak, and assess how conditions and their members make decisions about negotiation issues.
5. Assess the ways negotiations become more complex when there are more than two negotiators at the bargaining table.
6. Assess key stages for managing an effective multiparty negotiation, and evaluate the challenges of team-on-team negotiations.

ITEMS TO BE COMPLETED		DUE DATES
Reading Assignment	Chapters 11, 12, and 13	

Discussion Board	Coalitions are important in negotiation. Discuss what a coalition is, how and why coalitions form (and develop). Also, discuss the standards for coalition decision making during negotiation.	Initial post by the 3 rd day of the class – Every week - you must have a post on 3 different days during the week. All posts must be completed before the end of the week; within 7 days of the start date.
Writing Assignment	The text provides information regarding the Principal-Agent Theory and its relevance during the negotiation process. Review the information noted in Box 11.1 (p. 355). Prepare a 2-3 page paper, and discuss the suggested six basic principles for empowering and managing agents to negotiate on your behalf.	Before end of the week; within 7 days of the start date.
Research Paper-Part 4	Now that the introduction, background, and problem statement have been developed, prepare the literature review. Using information from scholarly, peer-reviewed data, construct a 3-4 page literature review. Ensure that references are in cited in-text and are in APA (6 th ed.) format.	Before end of the week; within 7 days of the start date.
Video Critique/Case Study	Review the attached video titled “Conducting Effective Negotiation” https://www.youtube.com/watch?v=rCmvMDrCWjs Prepare a 3-5 page critique of the video. What were the main points of the video? What techniques (as described in the video) are best for negotiating? Based on the topics discussed, how will the information impact the way you (the researcher) will conduct future negotiations? Use the Case Study Rubric as a guide when preparing your critique. Ensure that your paper is in APA (6 th ed.) format.	Before end of the week; within 7 days of the start date.

Module 6 – Week 6

OBJECTIVES

Upon completion of this class you will be able to:

1. Analyze the distinction between sex and gender, and evaluate alternative conceptual approaches to gender and social interaction.
2. Discuss the differences in how men and women negotiate and how they (men and women) are treated by others during the negotiation process.
3. Assess ways to overcome negotiation disadvantages that result from gender differences and stereotypes.
4. Assess specific personality traits that influence negotiation, and evaluate the role of native cognitive, emotional, and cultural abilities in negotiation encounters.
5. Discuss how behaviors of expert negotiators differ from those less experienced negotiators.

6. Analyze different definitions and meanings of culture, and discuss how international and cross-cultural negotiations are different from domestic or same-culture negotiations.
7. Analyze how culture affects negotiation dynamics, and evaluate strategies that negotiators can adapt to another party's cultural style.

ITEMS TO BE COMPLETED		DUE DATES
Reading –	Chapters 14, 15, & 16	
Discussion Board	Discuss the differences in how men and women negotiate and how they (men and women) are treated by others during the negotiation process.	Initial post by the 3 rd day of the class – Every week - you must have a post on 3 different days during the week. All posts must be completed before the end of the week; within 7 days of the start date.
Writing Assignment	The text provides information regarding international and cross-cultural negotiations. Write a 3-5 page paper which analyzes different definitions and meanings of culture, and discuss how international and cross-cultural negotiations are different from domestic or same-culture negotiations. Be sure that the paper is in APA (6 th ed.) format and includes at least one additional reference from a scholarly resource.	Before end of the week; within 7 days of the start date.
Research Paper - Part 5	Based on the information you gathered and discussed in your literature, write a 1-2 page summary detailing the available alternatives for negotiating a solution for your chosen negotiation situation. Ensure that the summary is in APA (6 th ed.) format.	Before end of the week; within 7 days of the start date.
Video Link	Negotiation tactics – data concerning men vs. women during the negotiation process: https://www.youtube.com/watch?v=gR1H2ecz6Rg “Seven ways to become a better negotiator” https://www.youtube.com/watch?v=9dxmYizpAX4	Before end of the week; within 7 days of the start date.

Module 7 Week 7

OBJECTIVES

Upon completion of this class you will be able to:

1. Evaluate why some conflicts and negotiations are difficult to resolve successfully, and analyze fundamental mistakes that negotiators make that increase the likelihood of impasse.
2. Evaluate the tools and approaches that negotiators can use to break and resolve impasse.
3. Assess how to manage the social contract, and discuss how to respond when the other party responds with the use of distributive tactics, abuse of power, or use of an ultimatum.

4. Analyze different approaches a negotiator can use when dealing with difficult people.

ITEMS TO BE COMPLETED		DUE DATES
Reading Assignment	Chapters 17 & 18	
Discussion Board	Discuss what causes impasses and intractable negotiations. What tactics can be used to avoid impasse during the negotiation process?	Initial post by the 3 rd day of the class – Every week - you must have a post on 3 different days during the week. All posts must be completed before the end of the week; within 7 days of the start date..
Writing Assignment	The text notes that there are “Fundamental Mistakes That Cause Impasses” (Lewicki, Saunders, & Barry, 2015, p. 518). Write a 3-5 page paper that discusses these mistakes. What can be done to resolve impasses? Be sure to review information noted in Box 17.2. The paper should be in APA (6 th ed.) format and include at least one additional scholarly reference.	Before end of the week; within 7 days of the start date.
Research Paper – Part 6	Now that alternatives have been determined, write a one pager discussing the best alternative for your chosen negotiation issue. Be sure to include at least one scholarly reference that supports your chosen alternative. The summary should be in APA (6 th ed.) format.	Before end of the week; within 7 days of the start date.
Video Link	Dealing with difficult people: https://www.youtube.com/watch?v=0DrA5mTbbHA	Before end of the week; within 7 days of the start date.

Module 8 – Week 8

OBJECTIVES

Upon completion of this class you will be able to:

1. Evaluate the benefits and liabilities of involving a third party to assist in resolving a negotiation, and analyze the major approaches that third parties use: arbitration, mediation, and process consultation.
2. Assess more informal approaches used by third parties to resolve disputes, and analyze alternative dispute resolution systems used by organizations.
3. Discuss how negotiation is both an art and science.
4. Analyze the 10 best practices that all negotiators can follow to achieve a successful negotiation.

ITEMS TO BE COMPLETED		DUE DATES
Reading	Chapters 19 & 20	
Discussion Board	According to Lewicki, Saunders, and Barry (2015), "Negotiation is an integral part of daily life...negotiation is fundamentally a skill involving analysis and communication..." (p. 592). Discuss how negotiation is both an art and a science. What key skills are required in order to negotiate successfully?	Initial post by the 3 rd day of the class – Every week - you must have a post on 3 different days during the week. All posts must be completed before the end of the week; within 7 days of the start date.
Research Paper - 6	Prepare the conclusion section of your paper. The conclusion should be at least one page. Be sure to summarize key points noted within the text. The entire paper should be in APA (6 th ed.) format. Submit the final draft of your paper by the due date.	Before end of the week; within 7 days of the start date.
Final Exam	Prepare for final exam which will cover information from Chapters 9-20 in your text.	Before end of the week; within 7 days of the start date.
End of Course Survey	Be sure to complete the end of course survey located in week 8 in the course rom.	Before end of the week; within 7 days of the start date.

Final Project –

Your paper shall follow APA 6th ed. formatting requirements and be written at a level commensurate with a graduate level program. An abstract is *not* required. You will complete the assignment in six phases, and the final draft (containing all aspects of the project) will be submitted in week 8.

Appendices –

Weekly Discussion Boards

Graded Discussion Boards	
Answers Questions and Responds to Classmates Appropriately	25 Points
Partially Answers Questions/ Responds to Classmates Appropriately	15 Points
Response is Off-Topic/Does Not Respond to Classmates Appropriately	0 points