

**UNIVERSITY OF DENVER**  
Conflict Resolution Institute

Course: CRES4221 -- **Negotiation Theory & Practice**  
Quarter: Fall, 2015  
Instructor: Robert D. Melvin, Ph.D.  
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Texts:

1. Getting to Yes (2nd) by Roger Fisher, William Ury, and Bruce Patton, 1999, NY: Penguin Books
2. Getting Past No by William Ury, 2007. NY: Bantam Books
3. Secrets of Power Negotiating (2nd) by Roger Dawson, 2001, Franklin Lake: The Career Press
4. Bargaining for Advantage by G. Richard Shell, 2000, NY: Penguin

Course Description:

This course lays the theoretical and practical groundwork for interest-based dispute resolution and positional bargaining. Topics include the definition of the negotiation process, different types of negotiation, and negotiation strategies. Students will have an opportunity to practice and compare different negotiation techniques. Teaching methods will be experiential in nature and will include mini-lectures, discussions and role-plays. The initial class approach to negotiation assumes that both parties follow ethical principles. Later in the class, tools and techniques are provided for dealing with less ethical and unethical negotiators.

Course Objectives:

After completing this class, students should successfully be able to:

1. Plan for and engage in interest-based negotiation maximizing joint gains through role play, individual negotiations, and team negotiation.
2. Understand and diffuse conflict in negotiations to proceed in an interest-based way.
3. Display the ability to create a broader range of possibilities in a creative fashion (expand the pie) when negotiations get stuck.
4. Respectfully and ethically engage in positional bargaining as appropriate.
5. Deal with and diffuse the effect of unproductive tactics used by negotiation counterparts.
6. Synthesize principles presented in lectures, insights from text and readings, and their own insights in practice negotiations and in a research paper.
7. Identify unethical negotiation tactics and demonstrate how to respond effectively.

## **COURSE REQUIREMENTS**

To successfully complete this course, you will read assigned materials, attend and participate in each class, and complete all written and oral assignments as assigned.

### Assignments:

#### Think Piece Paper

This paper will be no less than eight pages and no more than twelve pages in length. The purpose of this paper is to demonstrate familiarity with the concepts of principled negotiation and conflict management in negotiations. Using real negotiation/conflict scenarios from work, home, or personal relationships, students will address misperceptions that create problems and speculate how they might be overcome with principles of negotiation. Reference materials (at least five academic sources), will be cited in the paper.

#### Graded Principled Negotiations

Students will be evaluated on two negotiations of realistic situations with partners from class. The cases will be provided one week in advance so that there can be adequate preparation. The grades will reflect the student's ability to apply the principles presented in class discussions and the class readings. These grades will be composites of instructor and peer judgments concerning the effectiveness of the student's negotiation skill.

Students will use a performance evaluation criteria forms to evaluate negotiations. The criteria range from identifying and breaking down issues into manageable parts to settling on a win/win agreement that synthesized the needs and goals of both parties. Both the instructor and peer evaluators will use these forms as a base for their comments.

#### Final Examination

Take-home exam, distributed in week 6. Details of the examination will be discussed in class.

### Participation and Attendance:

Class participation in discussions, role plays, and exercises is essential. Each student is expected to be present in classes, actively participate in class discussions and negotiation situations, and to participate in peer evaluations. Since in-class negotiations involve at least two students, missing class on an assigned negotiation night creates a big problem for the student who is present missing their negotiating partner. Because of this problem, missing a scheduled negotiation yields an "F" for that assignment except for illness. Normally, schedule changes can be worked out in advance.

## Grading Components:

Graded Negotiations (2)	40%
Think Piece Paper (1)	20%
Final Exam	20%
Participation	20%

## **COURSE SCHEDULE**

<u>Week One</u>	9/17
Topic:	Review of basic principles taught in <u>Getting to Yes</u> . Overview of conflict and persuasion. Differences between negotiating and bargaining. Determining your BATNA. Positions and interests.
Readings:	Getting to Yes
<u>Week Two</u>	9/24
Topic:	Foundations for effective negotiation. Conflict management and negotiation. Mistaken assumptions. Concession patterns. Listening and questioning skills. Psychological traps and anchors.
Readings:	Bargaining for Advantage, Part I <b>***Practice negotiation case and practice grading/evaluating***</b>
<u>Week Three</u>	10/1
Topic:	Creating value and enhancing joint gains. Pre-negotiation preparation. The negotiating process. Exotic currencies.
Readings:	Bargaining for Advantage, Part II  <b>***1/2 of group does first graded negotiation***</b>
<u>Week Four</u>	10/8
Topic:	Dealing with impasse. Playing hardball. Psychological traps and anchors. Characteristics of effective negotiators.
Readings:	Getting Past No; Secrets of Power Negotiating, Chapters 1-18  <b>***1/2 of group does first graded negotiation***</b>
<u>Week Five</u>	10/15
	Power and managing power in negotiations. Secrets of Power Negotiating, Chapters 48-67

Week Six 10/22  
Topic: Characteristics of effective negotiators, continued. Framing messages. Tagging.  
Perspective taking.  
Readings: None

Week Seven 10/29  
Topic: Unethical negotiating tactics. Dealing with dirty tricks.  
Readings: Secrets of Power Negotiating, Chapters 19-25

Week Eight 11/5  
Topic: Dealing with impasse.  
Readings: None

**\*\*\* 1/2 of group does second graded negotiation\*\*\***

Week Nine 11/12  
Topic: Adventures in successful negotiations. More on characteristics of successful negotiators  
and  
case studies.  
Readings: Secrets of Power Negotiating, Chapters 34-50

**\*\*\*1/2 of group does second graded negotiation\*\*\***

**\*\*\*Research paper due\*\*\***

Week Ten 11/19  
Topic: Unique negotiation problems.

**\*\*\*Final exam due\*\*\***

END