



**Course:** GMBA 761: NEGOTIATIONS AND CONFLICT RESOLUTION

**Date:** 9<sup>th</sup> – 27<sup>th</sup> June 2008

**Instructor:** **Dr David B. Zoogah**, Assistant Professor of Management and Business Administration

### **COURSE DESCRIPTION**

The course examines the theory and practice of negotiating and dispute resolution. Emphasis is placed on developing knowledge of bargaining concepts and models and the skills to apply such knowledge in real-life negotiating situations. Topics to be discussed include Models of negotiation process; Analyzing the negotiation situation; planning for negotiations; Organizing for effective negotiations; Gaining and maintaining control; Closing negotiations; Cross-cultural negotiations; Dispute resolution processes; Conflict diagnosis; Alternative dispute resolution process

Conflict occurs in all works of life including our relationships, families, businesses, government, and villages, and societies. In business organizations, conflict affects interpersonal relationships, group interactions, and organizational functioning. Because it is so common and can sometimes be functional, conflict has to be managed to promote organizational goals and prevent negative outcomes.

How can you manage conflict in organizations to achieve effectiveness? The objective of this course is to examine factors that cause conflict (i.e., inputs) as well as the processes and outcomes of conflict. In doing so, we adopt a system's perspective and will examine the theoretical basis of conflict. This stage focuses on understanding the background to conflict and negotiation that has developed from decades of multidisciplinary research. We will focus on various types of conflict employees are likely to encounter in the workplace. We shall also examine the process of conflict once it starts. In the third stage, we look at outcomes of conflict which includes its resolution or management.

We shall combine the theory with practices. Here we will focus on how to resolve or manage conflict employees may encounter. We will adopt a multilevel approach by focusing on individual, group, and organizational conflict. We shall examine the various ways of managing conflict including arbitration, mediation, and negotiation. Emerging systems of conflict management will be discussed. Here we will discuss cases on conflict initiation, progression, and termination.

Third, we shall focus on sharpening certain skills and competencies managers need to effectively manage conflict in the workplace. We will explore some techniques and styles of conflict

management. In this section, we shall have exercises every week that hone our conflict management skills. At the end we shall also have a negotiation simulation. This is intended to help you integrate all the knowledge and skills from the previous class discussions.

In sum, we shall combine the following pedagogical methods: **lectures, discussion of videos, case analysis, exercises, group activities, and simulation**. Your participation in all these is important to understanding and development of conflict and negotiation skills.

### **COURSE OBJECTIVES**

- To explain the meaning and nature of conflict,
- To recognize the conflict process,
- To identify, discuss outcomes of conflicts,
- To identify, discuss and experience conflict management through negotiation.
- To identify, acknowledge and evaluate assumptions, attitudes and beliefs regarding conflict manifestation and resolution.
- To explore the impact of societal culture on conflict management systems.

I will use a variety of methods, including lecture, case studies, discussion and experiential exercises, during the class. My role is to ensure that you understand the fundamental concepts and then to move on to facilitate critical thinking, integration and application of the concepts. I will play “devil’s advocate” on occasion in order to challenge you to analyze your own assumptions and arguments and to stimulate a consideration of new ideas. I shall use exercises to help you develop negotiation and conflict management skills. Your role is to come prepared for each session, having read and reflected on the reading materials; to be thoughtful and enthusiastic in contributing to our discussions, and to offer examples from your work context that would challenge us, as a group, to critically examine the theories and frameworks presented. My hope is that we will work together to create a stimulating and challenging learning environment.

### **COURSE ASSESSMENT**

- 1) **Case Analysis (Individual) (20%)** There will be two (2) cases to be analyzed. Each case has questions at the end. You are to respond to those questions. Your response should not be more than 3 pages long, double spaced, 12-font Times New Roman.
- 2) **Exercises (In-Class) (10%)** There will be in-class exercises designed to stimulate and illustrate some of the concepts discussed. Participation in the exercises is NOT optional.
- 3) **Simulation (Individual) (15%)** There will be a major simulation that will last 75 minutes and will require integration of various conflict management and negotiation strategies. Include paper (see description below).
- 4) **Exam (20%).** There will be an exam later. It will follow the requirements of the GIMPA Business School.
- 5) **Quizzes (unannounced) (5%).** There will be 2 unannounced quizzes which will be used to compute your grade. The quizzes will comprise 10 multiple choice questions.
- 6) **Group Activity (20%).** There will be group activities that require integration of various conflict management and negotiation strategies, processes, and skills.
- 7) **Essays (5%).** You will write a brief essay evaluating the simulation.
- 8) **Reputation Index (5%).** See description below.

## GRADING SYSTEM

| Grade | Numerical Mark (%) | Interpretation   | Grade Point |
|-------|--------------------|------------------|-------------|
| A+    | 91 – 100           | Excellent        | 4.00        |
| A     | 86 – 90            | Excellent        | 3.75        |
| A-    | 81 – 85            | Very Good        | 3.50        |
| B+    | 76 – 80            | Very Good        | 3.25        |
| B     | 71 – 75            | Good             | 3.00        |
| B-    | 66 – 70            | Average          | 2.75        |
| C+    | 61 – 65            | Average          | 2.50        |
| C     | 56 – 60            | Pass             | 2.00        |
| C-    | 50 – 55            | Weak Pass        | 1.75        |
| D+    | 45 – 49            | Fail             | 1.50        |
| D     | 40 – 44            | Fail             | 1.00        |
| E     | Below 40           | Fail             | -           |
| Z     | -                  | Disqualification | -           |
| I     | -                  | Incomplete       | -           |
| Y     | -                  | Continuing       | -           |

**Text:** “Negotiation: Readings, exercises, and cases” - 5<sup>th</sup> Ed. By Roy J. Lewicki, Bruce Barry, and David M. Saunders, (2007). Published by McGraw-Hill, Irwin.

**Attendance:** All students are expected to attend each class session with their textbooks.

1. Class Preparation and Participation. This course will require that students come prepared to class. There are two forms of preparation: reading and assignments.

a. **Reading** has been assigned to provide an enriched understanding of activities just completed in class, or to "set the stage" for upcoming activities. The instructor has attempted to select a blend of reading that combines analytical richness with detailed examples and applications. Students will be responsible for completing the reading assignments. **There will be occasional weekly short quizzes on the readings.**

b. **Assignments** are cases, role-plays, exercises, and questionnaires that must be completed for class, or in between class periods. It is essential that students be prepared by reading the assigned case or briefing information and/or completing the required assignment.

Students are expected to be prepared for class, to attend class, and to complete the required role-plays outside of class. Therefore, you will be required to make time outside of class to complete required negotiations. Attendance at class is expected unless the instructor is notified. Missing a role-play or simulation is not acceptable except for medical emergency. You are also expected to attend D-Group sessions.

The class participation segment of your grade will be based upon your class attendance, attendance, preparation for all class activities, and the quality of your contribution to class discussions.

2. Graded Negotiations and Papers: There will be one (1) graded negotiation simulation (Individual) in the course. Students will be evaluated on the basis of their performance in the role-play AND the paper they submit on that role-play. Grading on the role-play itself will focus on the actual results achieved by each negotiator. Criteria will be announced prior to the role-play simulation.

The accompanying paper should focus on preparation and goal setting for the Role-play, an analysis of the actual negotiating events, and a justification of the results achieved. A good paper will address:

- the preparation and planning process that you used to get ready for the negotiation, including your goals/objectives;
- a description of the actual progression of events and how the negotiation evolved;
- the solution you achieved, relative to the goals you set in planning and preparation, and how you "defend" your solution against your earlier goals/objectives (for example, how would you sell your solution to your boss);
- an evaluation of your own performance in the negotiation; and
- a summary of what you learned from the exercise (or what you didn't learn, and why not).

Papers will be evaluated against these asterisked points. Papers should be no more than 4 pages, typewritten, double-spaced. Points will be deducted for papers with significant defects in spelling, grammar, punctuation and fundamental written expression. Papers are completely confidential document between student and instructor. Candor is encouraged. Talk explicitly about what you did and what your opponent(s) did; no information will be shared with other students. You may turn in your paper by code number if you prefer.

3. Reputation Index. At the end of the course, the Reputation Index will be calculated on your negotiating reputation with your classmates, on the basis of their experience with you over the period. The Index is a proxy for the long-term effects of reputations created by negotiation activities in organizations, where the negotiations you conduct today affect the perceptions and expectations of others tomorrow. The index recognizes that those individuals who have reputations as trustworthy and effective negotiators will have an advantage in future negotiations, and those who have reputations as untrustworthy and ineffective will have a disadvantage.

The index will be converted into points and will be factored into your grade for the course. In addition to your **reputation index**, students may earn "extra credit" on this factor by contributing to others' learning through helpful feedback, insightful participation and other actions that help your fellow students learn about their negotiation style.

| <b>Week</b> | <b>Date</b> | <b>Date</b> | <b>Time</b>   | <b>#</b>  | <b>Ch</b>     |
|-------------|-------------|-------------|---------------|-----------|---------------|
| <b>1</b>    | Monday      | 9/6/2008    | 10:45 – 12:45 | <b>1</b>  | Introduction  |
|             |             |             | 14:45 – 16:45 | <b>2</b>  | Introduction  |
| <b>1</b>    | Tuesday     | 10/6/2008   | 17:00 – 19:00 | <b>3</b>  | 1.1, 1.2      |
|             |             |             | 08:30 – 10:30 | <b>4</b>  | 1.3, 1.4      |
| <b>1</b>    | Wednesday   | 11/6/2008   | 10:45 – 12:45 | <b>5</b>  | 1.5, 1.6, 1.7 |
|             |             |             | 14:45 – 16:45 | <b>6</b>  | 1.10, 1.11    |
| <b>1</b>    | Thursday    | 12/6/2008   | 17:00 – 19:00 | <b>7</b>  | 2.1, 2.3      |
|             |             |             | 08:30 – 10:30 | <b>8</b>  | 2.6, 2.8      |
| <b>1</b>    | Friday      | 13/6/2008   | 10:45 – 12:45 | <b>9</b>  | 2.9, 2.10     |
|             |             |             | 14:45 – 16:45 | <b>10</b> | 3.1, 3.2      |
| <b>1</b>    | Saturday    | 14/6/2008   | 17:00 – 19:00 | <b>11</b> | 3.4, 3.5      |
|             |             |             | 08:30 – 10:30 | <b>12</b> | 3.9, 3.10     |
| <b>2</b>    | Tuesday     | 17/6/2008   | 10:45 – 12:45 | <b>13</b> | 4.1, 4.3      |
|             |             |             | 14:45 – 16:45 | <b>14</b> | 5.1, 5.3      |
| <b>2</b>    | Wednesday   | 18/6/2008   | 17:00 – 19:00 | <b>15</b> | 6.1, 6.2      |
|             |             |             | 08:30 – 10:30 | <b>16</b> | 6.4, 6.5      |
| <b>2</b>    | Thursday    | 19/6/2006   | 10:45 – 12:45 | <b>17</b> | 6.7, 7.1      |
|             |             |             | 14:45 – 16:45 | <b>18</b> | Other         |
| <b>3</b>    | Monday      | 23/6/2008   | 17:00 – 19:00 | <b>19</b> | Simulation    |
| <b>3</b>    | Friday      | 27/6/2008   | 10:45 – 12:45 | <b>20</b> | Debriefing    |
|             |             |             |               |           |               |