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**HRER 500, Conflict Management and Negotiations, Fall 2018**  
**Wednesdays, Corboy 321, 6-9 p.m.**

**Catalog Description**

- This course exposes students to major theories applicable to the practice of conflict management and negotiation.
- Students will engage in simulations that form the basis for experiential learning about conflict management and negotiations.

**Course Overview**

- Negotiation and conflict management are pervasive in both the workplace and in life, occurring between co-workers, managers, and parties whenever disputes arise.
- This class focuses on generating self-insight through the experience of negotiating in each class, and by applying theory to negotiations in class and life.

**Course Objectives and Learning Outcomes**

- learning fundamental principles and theories,
- learning to apply course materials (to improve problem solving and decision-making), and
- developing specific skills and competencies needed by professionals in the field of management.

**Required Materials**

- Book: Fisher, R., Ury, W. L., & Patton, B. (2011). *Getting to Yes: Negotiating Agreement Without Giving In*. Penguin. (Any version / old copies are fine).
- Book: Raiffa, H. (1982). *The Art and Science of Negotiation*. Harvard University Press.
- **Course Packet** Everyone is required to purchase the course packet. It includes readings, but more importantly, pays for the use of negotiation simulations carried out in class.
- **Assigned Reading:** The instructor may assign additional reading to inform subsequent in-class discussions and activities.

**Blended Learning**

- **Online Classroom:** One class session (September 28) will be conducted entirely online in the Adobe Connect system.

## Grading

- **Participation, preparation, and feedback (70%)** are essential to the learning objectives and your grade in this course. These are graded through preparation and feedback guides handed out in class by the instructor at the beginning of each negotiation simulation. Each prep guide is worth 5% of the final grade; each feedback guide is worth 2% of the final grade. Preparation guides assess your ability to apply reading materials to negotiation simulations and your thoroughness in preparing for effective negotiation. Feedback guides are graded on the quality of feedback given to your negotiating partner according to criteria outlined in class. Because each class involves a negotiation simulation, and prep and feedback guides are conducted in conjunction with the negotiation, absences usually cannot be made up.
- **Final Paper (30%)** involves your analysis of a real-world negotiation or conflict scenario, preferably one in which you are a direct participant. The goal of the final paper is for you to analyze a real-world negotiation using the concepts and frameworks learned in class while also developing self-insight through an analysis of your own negotiations and conflict management behavior and a personalized plan for improving your skills.

## Final Paper Planning

This paper involves you analyzing negotiation or conflict scenarios in which you have been a participant. You should write honestly and critically about some real negotiation and conflict experiences you have been through, and use these incidents to develop an agenda for becoming a better negotiator and better at managing conflict. For this assignment, plan to interview at least three people who know you well and can give you an honest appraisal of your negotiation style; these people need not have familiarity with the specific incident you are writing about, but should be able to provide you with insight on the particular skills or areas you want to improve upon as a negotiator. In writing your paper, you should describe several incidents, discuss the feedback you receive from those who you interview, identify weaknesses and strengths in your approach, and develop an agenda for improvement as a better negotiator.

## Expectations for students

- **Integrity** is essential, and any cheating, plagiarism or poor citation practices will result in a failing grade. The final paper is to be submitted through Sakai and using the TurnItIn system. Be familiar with the University policy on Academic Integrity ([http://www.luc.edu/academics/catalog/undergrad/reg\\_academicintegrity.shtml](http://www.luc.edu/academics/catalog/undergrad/reg_academicintegrity.shtml)) and other relevant university policies (<http://www.luc.edu/academics/catalog/undergrad/reg.shtml>).

- If you have any questions about a particular practice, or require clarification or accommodations due to disability or extenuating circumstances, please consult with the instructor.

### **Week-by-Week Class Outline:**

#### **1 – Aug. 29 - Introduction to Conflict Management and Negotiation**

- Book: Getting to Yes, Chapters 1-4

Simulations: Hiring a Newtonian, \$2 game (7% of course grade)

#### **2 – Sept. 5 - Interactive Negotiations Practicum: Two-Party Negotiations**

- Book: Getting to Yes, Chapters 5-8
- Coursepack: Rowe, Mary. Negotiating for Jobs, Salaries, and Everything Else.

Simulations: Sally Soprano (7% of course grade)

#### **3 - Sept. 12 - Interactive Negotiations Practicum: Two-Party Negotiations**

- Book: Art and Science of Negotiation, Chapters 1, 3-4
- Coursepack: Watkins, M. (1999). Negotiating in a complex world. *Negotiation Journal*, 15(3), 229–244.

Simulations: Firing an Employee, Powerscreen (7% of course grade)

#### **4 – Sept. 19 - Inter-Cultural, Inter-Group, and Intra-Group Negotiations**

- Book: Art and Science of Negotiation, Chapter 5
- Coursepack: Koh, T. “American Strengths and Weaknesses.” in *Negotiation: Readings, Exercises, and Cases*, edited by Roy J. Lewicki, Joseph Litterer, David Saunders, and John Minton, 2nd ed., 329–35. Homewood, IL: Irwin, 1993. Pages 374-377.
- Coursepack: Lewicki, R., Saunders, D., and Minton, J. “Global Negotiation.” Ch. 12 in *Essentials of Negotiation*. (2001). *Essentials of Negotiation*. Irwin/McGraw-Hill. Pages 233-253.
- Coursepack: Hofstede, Geert. “Dimensionalizing Cultures: The Hofstede Model in Context.” *Online Readings in Psychology and Culture* 2, no. 1 (December 1, 2011). doi:10.9707/2307-0919.1014.

Simulations: Colortek (7% of course grade)

#### **5 – Sep. 26 - Negotiations in an Online Environment: Intra and Inter-Group**

- Coursepack: Vanover, Margo. “Get Things Done through Coalitions.” In *Negotiation: Readings, Exercises, and Cases*, edited by Roy J. Lewicki, Joseph Litterer, David Saunders, and John Minton, 2nd ed., Homewood, IL: Irwin, 1993. Pages 329–35.

- Coursepack: Rubin, Jeffrey Z., and Frank E. A. Sander. "When Should We Use Agents? Direct vs. Representative Negotiation." *Negotiation Journal* 4, no. 4 (October 1, 1988)

Simulation: Harborco (7% of course grade)

## 6 – Oct. 3 - Game Theory and Strategy

*\*\*This class will be held on the Zoom platform\*\**

- Book: Art and Science of Negotiation, Chapter 9
- Coursepack: Ury, W. L., Brett, J. M., & Goldberg, S. B. Three approaches to resolving disputes: interests, rights and power. Chapter 1 in *Getting disputes resolved: designing systems to cut the costs of conflict*. Jossey-Bass, 1998. Pages 3-19

Simulations: Populator (7% of course grade)

## 7 – Oct. 10 - Managing Conflict in Organizations

- Coursepack: Lipsky, D. B., Seeber, R. L., & Fincher, R. (2010). *Emerging Systems for Managing Workplace Conflict: Lessons from American Corporations for Managers and Dispute Resolution Professionals*. John Wiley & Sons. Chapters 1, 2, 4, and Glossary of Terms.
- Coursepack: Rowe, Mary. *Elements of a Due Fair Process*.

Simulation: The HR Challenge (7% of grade)

## 8 – Oct. 17 - Power, Story and Investigations

- Coursepack: Bacharach, S. B., & Lawler, E. J. (1981). *Bargaining, power, tactics, and outcomes*. Jossey-Bass. Chapter 2: Pages 41-79.
- Pixar's Rules of Structure in Story-Telling:  
<https://www.youtube.com/watch?v=C7D8yDB7Tlk>

Simulation: Designing an Internal Grievance System (7% of course grade)

## 9 – Oct. 24 - Persuasion and Good Conflict

- Science of Persuasion, Robert Cialdini  
<https://www.youtube.com/watch?v=cFdCzN7RYbw>
- Eisenhardt, K. M., Kahwajy, J. L., & Bourgeois, L. J. (1997). How management teams can have a good fight. *Harvard Business Review*, 75, 77–86.
- Coursepack: Williams, Harold. "Informing vs Persuading." *The Renesselarville Institute* 1, no. Winter (1991): 1–6.

Simulation: Conducting a Workplace Investigation (7% of course grade).

## 10 – Oct. 31 - Course Wrap-Up

- Optional: Ertel, Danny. "Turning Negotiation into a Corporate Capability." *Harvard Business Review*, May-June 1999 Issue. <https://hbr.org/1999/05/turning-negotiation-into-a-corporate-capability>.

- **Papers Due**
- **Final Wrap Up.**

#### **ADDENDUM**

The instructor reserves the right to amend the above at any time, for any reason.