

GEORGETOWN UNIVERSITY

UNDERGRADUATE PROGRAM

WASHINGTON, D.C.

SYLLABUS

NEGOTIATIONS

An exciting and dynamic course for the First Summer Session of 2019

Course Number: 155-297

2019 First Summer Semester

Professor's Name: Dr. Douglas M. McCabe
Professor of Management, Georgetown University,
The McDonough School of Business

Office: Hariri 403

Office Telephone: (202) 687-3778

E-mail: mccabed@georgetown.edu

Office Hours: Before and After; other times by Appointment

First Class Meeting: Monday, June 3, 2019

Course Description: This intensive and comprehensive management development seminar examines the following key topics, among others, in domestic and international business negotiation: approaches to managing conflict; modifying the other party's perceptions; role of concessions; win-win bargaining; highball/lowball tactics; prenegotiating planning; preparing for negotiation; understanding the other negotiator's real objectives and needs; power in negotiation; third-party interventions -- mediation, fact-finding, and arbitration; cultural differences and variables affecting both domestic and international negotiation; distributive and integrative bargaining; intraorganizational bargaining; attitudinal structuring; the international and commercial dispute resolution rules and mechanisms of the American Arbitration Association; and ethical issues in negotiation. Cases, experiential exercises, and management development vignettes will be utilized.

Negotiation is the art and science of securing agreements between two or more parties who are interdependent and who are seeking to maximize their outcomes. The purpose of this course is to understand the theory and processes of negotiation in a variety of settings. Objectives include evaluating notions of when to negotiate and what assumptions, beliefs, values, and habits influence negotiation behavior; understanding the central concepts in negotiation; developing confidence in negotiating; and providing experience in negotiating. The course is very experiential. A great deal of emphasis is placed on simulations, role plays, and cases.

REQUIRED READINGS:

Paperback:

Beverly J. DeMarr and Suzanne C. de Janasz. Negotiation and Dispute Resolution.
Second Edition. Chicago Business Press. Copyright 2019. ISBN-10: 0-9988140-3-2.

The syllabus identifies most reading assignments. Others may be assigned during the course of the module. Unless otherwise specified, reading assignments should be completed *before* the day of class for which the assignment is listed. It will be assumed that you have read and *thought about* the assigned readings, so that you can contribute to the class discussion. During your reading you should ask yourself: (1) Do I understand the conceptual basis in this material? (2) What are the managerial/executive implications of this material?

GRADE DETERMINATION: There will be two Exams.

Each Exam will be weighed one-third in the determination of the student's final grade.

POLICY ON CLASS PARTICIPATION: Students must come to class completely and thoroughly prepared. Students are expected to have studied meticulously and fastidiously (as opposed to a mere cursory reading) the required scheduled readings, cases, and exercises prior to class since meaningful and analytical class participation is expected of all students. The quality of class participation (in all the various forms, such as Socratic interaction, case studies, management simulations, and classroom discussion) will be weighed one-third in the determination of the student's final grade.

Furthermore, the quality of class participation will be significant in revising the grade upward [(that is, above and beyond the one-third weighing) (in exemplary cases)]. On the other hand, the lack of quality or absence of any class participation will be significant in revising the grade downward [(that is, below the one-third weighing) (in far-below-par cases)]. The amount of the lowering or rising of grades based solely upon the quality or lack of quality (or absence of any) of class participation is usually a minus or a plus (but not always) and is solely the objective prerogative of the professor. Poor oral communication skills will not be tolerated.

Any in-class written case analysis(es) will count towards the class participate grade.

Remember, it is the quality not the quantity of your class contribution that matters. Students are expected to attend class and to contribute to class discussions on a regular basis. Class contribution will be the determining factor in border-line grades.

TEXTBOOK POLICY: *Note Well -- The textbook must be brought to every class session because of class participation purposes.* Failure to do so will lead to a lowering of the class participation grade. The amount of the lowering of the class participation grade based upon failure to bring the appropriate textbook(s) to class is solely the prerogative of the instructor.

POLICY ON CLASS ATTENDANCE: *Class attendance is required. There will be absolutely no exceptions to this requirement.* However, it is fully understood that severe illness can make it impossible at times for the student to attend class. It is, therefore, requested that the student clear (or report) any absence with the instructor. *Unexcused absences will adversely affect the student's final grade* [(usually a minus) (but not always)]. The amount of the lowering or raising of grades based upon unexcused or gross absenteeism is solely the prerogative of the instructor. Remember, managers and negotiators don't "cut" work or preparation time. The reason for required class attendance is that the internal make-up of the course is predicated upon the combination-of-techniques teaching approach.

RECAPITULATION OF THE PROFESSOR'S EDUCATIONAL PHILOSOPHY: The purpose of the professor is to serve the student by aiding the student in maximizing his or her educational investment at Georgetown University.

Furthermore, the student is urged to discourse with the professor before and after class, during his office hours, and by appointment. My door is always open to you and your problems.

NOTE WELL: The student is responsible for mastering the professional body of knowledge presented in the readings, lectures, class discussions, cases, negotiation simulations, vignettes, and in all the other forms of pedagogical techniques.

NOTE WELL: While this syllabus accurately reflects course plans as the First Summer Session begins, the professor reserves the right to make changes for educationally-related reasons.

NOTE WELL: I am committed to the goal of giving you the best possible undergraduate-level negotiation course offered in the country.

POLICY REGARDING EMPHASIS OF THE COURSE: The stress of the course will be on the practical application of the principles of domestic and international business negotiation in a cross-cultural setting. It is important to remember that there is an acute shortage of capable, well-trained, and well-educated international and domestic negotiators. They are scarce. Furthermore, *general managers are woefully under-educated in this very important managerial area.*

MANAGEMENT DEVELOPMENT VIGNETTES: Selected DVD vignettes on pertinent issues in *domestic and international business negotiations* will be shown where appropriate.

SMALL GROUP CASE STUDY PROCEDURE: *The following two questions must always be answered when analyzing case studies in small groups: (1) What is the key negotiation problem(s) in the case? (2) What is the group's professional management consulting recommendation to resolve the negotiation problem(s) presented in the case study?*

NOTE WELL: *No cell phones, Iphones, Smartphones, or other means of electronic communication, including laptops and recording devices, are allowed during class. Violation of this rule will lead automatically to a lowering of the class participation grade by the professor. The amount of the lowering of this class participation grade is solely the prerogative of the instructor.*

**ALL STUDENTS MUST BRING THEIR NAME PLATES
TO THE CLASSROOM FOR EVERY CLASS SESSION**

HONOR CODE: This course is covered by the terms and conditions of the Georgetown University Honor Code. As signatories to the Georgetown University Honor Pledge, and indeed simply as good scholars and citizens, you are required to uphold academic honesty in all aspects of this course. You are expected to be familiar with the letter and spirit of the Standards of Conduct outlined in the Georgetown Honor System and on the Honor Council website. As faculty, I too am obligated to uphold the Honor System, and will report all suspected cases of academic dishonesty. Thus, the Honor System will be strictly enforced in this course. All assignments submitted shall be considered gradable work, unless otherwise noted. All work must be done individually, unless otherwise stated on the assignment. All aspects of your course work are covered by the Honor System. Honesty in your academic work will develop into professional integrity. The faculty and students of Georgetown will not tolerate any form of academic dishonesty.

Policy developed by the Council of Associate Deans and the Main Campus Executive Faculty and amended by the Provost:

Georgetown University promotes respect for all religions. Any student who is unable to attend classes or to participate in any examination, presentation, or assignment on a given day because of the observance of a major religious holiday or related travel shall be excused and provided with the opportunity to make up, without unreasonable burden, any work that has been missed for this reason and shall not in any other way be penalized for the absence or rescheduled work. Students will remain responsible for all assigned work. Students should notify professors in writing at the beginning of the semester of religious observances that conflict with their classes. The Office of the Provost, in consultation with Campus Ministry and the Registrar, will publish, before classes begin for a given term, a list of major religious holidays likely to affect Georgetown students. The Provost and the Main Campus Executive Faculty encourage faculty to accommodate students whose bona fide religious observances in other ways impede normal participation in a course. Students who cannot be accommodated should discuss the matter with an advising dean.

NOTE WELL:

I will not give any make-up exams once test have been given in class. I will give a make-up test for any university-sanctioned activities that conflict with class (e.g., athletic event) if written schedule of all such events is turned in at the beginning of the semester. If there is a medical emergency (e.g., hospitalization), you can discuss it with me and we will make other arrangements.

SCHEDULE OF ASSIGNMENTS

PART I: INTRODUCTION AND OVERVIEW

Week of June 3-6, 2019

Monday June 3, 2019

Introductions
Introductory Lecture
Preface, pp. xvii-xx

Tuesday, June 4, 2019

Chapter 1, "Introduction"

Wednesday, June 5, 2019

PART II: SUBSTANTIVE BODY OF PROFESSIONAL KNOWLEDGE

Chapter 2, "The Language of Negotiation"

Thursday, June 6, 2019

Chapter 3, "Distributive Negotiations"

Week of June 10-13, 2019

Monday June 10, 2019

Chapter 4, "Integrative Negotiations"

Tuesday, June 11, 2019

Chapter 5, "Conflict and Dispute Resolution"

Wednesday, June 12, 2019

Chapter 6, "Understanding Yourself and How That Impacts Negotiation"

Thursday, June 13, 2019

Chapter 7, "Communication in Negotiation"

Week of June 17-20, 2019

Monday June 17, 2019

Chapter 8, "The Role and Importance of Persuasion in Negotiation"

Tuesday, June 18, 2019

MID-TERM EXAMINATION

Wednesday, June 19, 2019
"Mid-Semester Holiday"

Thursday, June 20, 2019
Chapter 9, "The Nature of the Relationship in Negotiating and Resolving Disputes"

Week of June 24-27, 2019

Monday June 24, 2019
Chapter 10, "International Negotiations"

Tuesday, June 25, 2019
Chapter 11, Team and Multiparty Negotiation"
Appendix A, "Negotiating with Organized Labor"

Wednesday, June 26, 2019
Chapter 12, "Negotiating in the Workplace"
Chapter 13, "Negotiating the Purchase or Sale of an Automobile"
Chapter 14, "Real Estate Negotiations: Commercial and Residential"

PART III: CONCLUSION

Thursday, June 27, 2019
Chapter 15, "Negotiating Your Future"

Week of July 1-3, 2019

Monday, July 1, 2019
Study Day for Final Examination

Tuesday, July 2, 2019
FINAL EXAMINATION

Enjoy the National Holiday and University Holiday
of July 4th with your families