ADGR 770701 Conflict Resolution: Negotiation Skills  
Fall, 2015  Number of Credits 3

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Boston College Mission Statement
Strengthened by more than a century and a half of dedication to academic excellence, Boston College commits itself to the highest standards of teaching and research in undergraduate, graduate and professional programs and to the pursuit of a just society through its own accomplishments, the work of its faculty and staff, and the achievements of its graduates. It seeks both to advance its place among the nation's finest universities and to bring to the company of its distinguished peers and to contemporary society the richness of the Catholic intellectual ideal of a mutually illuminating relationship between religious faith and free intellectual inquiry.

Boston College draws inspiration for its academic societal mission from its distinctive religious tradition. As a Catholic and Jesuit university, it is rooted in a world view that encounters God in all creation and through all human activity, especially in the search for truth in every discipline, in the desire to learn, and in the call to live justly together. In this spirit, the University regards the contribution of different religious traditions and value systems as essential to the fullness of its intellectual life and to the continuous development of its distinctive intellectual heritage.

Course Description
Negotiation is a central process in decision making and conflict resolution. Course examines the theory and practice of negotiation in a variety of contexts, including labor-management relations, buying and selling, mergers and acquisitions, civil liability suits, international diplomacy, and intra-organizational bargaining. Topics include target –setting, concession making, power and influence, team management and negotiations, strategy and tactics and phases of competitive and cooperative negotiations.

Course Objectives
The objectives of this course are to cover the following aspects/dimensions of negotiating and conflict resolution.
1. Experiences, negotiating and conflict resolution skills/techniques. What are our negotiating experiences and which negotiating techniques have we practiced and seen practiced (induction and techne).
2. Actionable theory. Be able to understand and explain how theories of understanding (theoria) can help explain and diagnose our tacit knowledge, experiences, and negotiating situations.
3. Practical decision (phronesis). What practical decisions should (normative decisions that combine effectiveness and values) we take in specific negotiating situations? Be able to combine the above and write a negotiating action plan.
4. Techne. How can the above help guide micro level negotiating techniques (techne) that produce change.
5. Reflective practice (praxis). Combine the above, practice and reflect on negotiating and conflict resolution practices that developmentally change both the external world and ourselves.
Teaching methods used are discussion of negotiating topics, readings, cases, role playing in case exercises, original student projects, and current events. In most weeks there will be experiential negotiating exercises.

**Grading**
The following input will be used in assessing each student’s letter grade for the course:
Paper, Presentation, Midterm, and participation in class discussions.

Final grades will be based on the following:
- Paper: 25%
- Midterm exam: 25%
- Presentation: 25%
- Class participation/In class Group Assignments: 25%

**WCAS Grading System**
The undergraduate grading system consists of twelve categories: A (4.00), A- (3.67), excellent; B+ (3.33), B (3.00), B- (2.67), good; C+ (2.33), C (2.00), C- (1.67), satisfactory; D+ (1.33), D (1.00), D- (.67), passing but unsatisfactory; F (.00), failure; I (.00), incomplete; F (.00), course dropped without notifying office; W (.00), official withdrawal from course. The graduate grading system is A (4.00), A- (3.67), Excellent; B+ (3.33), B (3.00), good; B- (2.67), C (2.00), passing but not for degree credit; F (.00), failure.

Grade Reports. All students are required to log into the web through Agora to access their semester grades. Students must utilize their BC username and password to log on. If your username or password is not known the HELP Desk located in the Campus Technology Resource Center (CTRC) in O’Neill Library will issue a new one. The CTRC requires a valid picture ID (a BC ID, driver’s license or passport) to obtain your password.

**Text(s)/Readings (Required)**
Getting To Yes: Negotiating Agreement Without Giving In.  
Roger Fisher and William Ury, N.Y.: Penguin Books (paperback),

Essentials of Negotiation,  
Roy Lewicki, David Saunders, and Bruce Barry. McGraw-Hill, Irwin

Creative Approaches to Problem Solving  
Scott Issksken, K.B. Dorvat, and D.J. Treffinger, Sage

Important Policies  
[http://www.bc.edu/content/bc/schools/advstudies/guide/academicinteg.html](http://www.bc.edu/content/bc/schools/advstudies/guide/academicinteg.html)

**Written Work**
Graduate and undergraduate students are expected to prepare professional, polished written work. Written materials must be typed in the format required by your instructor. Strive for a thorough, yet concise style. Cite literature appropriately, using APA, MLA, CLA format per instructors decision. Develop your thoughts fully, clearly, logically and specifically. Proofread all materials to ensure the use of proper grammar, punctuation, and spelling. You are encouraged to make use of campus resources for refining writing skills as needed [http://www.bc.edu/libraries/help/tutoring.html].
Scholarship and Academic Integrity
It is expected that students will produce original work and cite references appropriately. Failure to reference properly is plagiarism. Scholastic dishonesty includes, but is not necessarily limited to, plagiarism, fabrication, facilitating academic dishonesty, cheating on examinations or assignments, and submitting the same paper or substantially similar papers to meet the requirements of more than one course without seeking permission of all instructors concerned. Scholastic misconduct may also involve, but is not necessarily limited to, acts that violate the rights of other students, such as depriving another student of course materials or interfering with another student’s work.

Request for Accommodations
If you have a disability and will be requesting accommodations for this course, please register with either Dr. Kathy Duggan (dugganka@bc.edu), Associate Director, Connors Family Learning Center (learning disabilities or AHD) or Dean Paulette Durrett, (paulette.durrett@bc.edu), Assistant Dean for students with disabilities, (all other disabilities). Advance notice and appropriate documentation are required for accommodations. For further information, you can locate the disability resources on the web at http://www.bc.edu/content/bc/libraries/help/tutoring/specialservices.html.

Attendance
Class attendance is an important component of learning. Students are expected to attend all classes and to arrive by the beginning of and remain for the entire class period. When an occasion occurs that prevents a student from attending class, it is the student’s obligation to inform the instructor of the conflict before the class meets. The student is still expected to meet all assignment deadlines. If a student knows that he or she will be absent on a particular day, the student is responsible for seeing the instructor beforehand to obtain the assignments for that day. If a student misses a class, he or she is responsible for making up the work by obtaining a classmate’s notes and handouts and turning in any assignments due. Furthermore, many instructors give points for participation in class. If you miss class, you cannot make up participation points associated with that class. Types of absences that are not typically excused include weddings, showers, vacations, birthday parties, graduations, etc. Additional assignments, penalties and correctives are at the discretion of the instructor. If circumstances necessitate excessive absence from class, the student should consider withdrawing from the class. In all cases, students are expected to accept the decision of the instructor regarding attendance policies specific to the class.

Consistent with our commitment of creating an academic community that is respectful of and welcoming to persons of differing backgrounds, we believe that every reasonable effort should be made to allow members of the university community to observe their religious holidays without jeopardizing the fulfillment of their academic obligations. It is the responsibility of students to review course syllabi as soon as they are distributed and to consult the faculty member promptly regarding any possible conflicts with observed religious holidays. If asked, the student should provide accurate information about the obligations entailed in the observance of that particular holiday. However, it is the responsibility of the student to complete any and all class requirements for days that are missed due to conflicts due to religious holidays.

There may be circumstances that necessitate a departure from this policy. Feel free to contact the WCAS at 617-552-3900 for consultation.

Deadlines
Assignments are due at the beginning of the class period on the specified dates. Late assignments will be graded accordingly.
Course Assignments (readings, exercises and/or experiences)

It is expected that a minimum of 8 hours per week of your study time out will be spent on out of class assignments and exercises. These are listed below. Please note that some weeks will require more time and some weeks less time but the average is approximately 8 hours per week over the semester.

All reading must be completed prior to class in order to appropriately participate. A significant portion of the grade, 25%, is based on participation; therefore preparation in advance of class is very important. The assignments will consist of the following:
Readings, midterm exam, paper, in class presentation/role plays

Students are expected to complete the following out of class course assignments:
Due Date
September 2
Course introduction and discussion of syllabus.
Types of Negotiating and Conflict Resolution Methods and Outcomes: Win-Lose Distributive; Win-Win Integrative; Creative/Transformational; Third Party Methods.
• Getting to Yes: Acknowledgments, Introduction
• Essentials of Negotiation, “Preface,” “The nature of negotiation.”

September 9
Why do we do different types of negotiation and conflict resolution?
• Creative Approaches to Problem Solving, Ch. 1, “Creative approaches to problem solving.”
• Brody Mullins, “Senators seek cash as they mull rules: Both parties have had dozens of fund-raisers on Wall Street,” WSJ.
Pick/Assign Negotiation Teams

September 16
Causes of Conflict and Obstacles to Individual and Organizational Learning.
• Essentials of Negotiation, “Perception, Cognition, Emotion.”
• Essentials of Negotiation, “Factors that make conflict easy or difficult to manage,” in Ch. 1.
• Creative Approaches to Problem Solving, Ch. 3, “Understanding the challenge.”
• Marcus Walker, “Tragic flaw: Graft feeds Greek crisis, WSJ.

September 23
Problem Solving, and Creative, Developmental-Transformational conflict resolution.
• Creative Approaches to Problem Solving, Ch. 7, “People as Creative Problem Solvers.”
• Creative Approaches to Problem Solving, Ch. 8, “The context for creative problem solving.”

September 30
Adversarial, Win-Lose, Distributive Methods and How to Resist Them.
• Getting to Yes, Introduction, Chs. 1, 8.
• Essentials of Negotiation, “Strategy and tactics of distributive bargaining.”
• Essentials of Negotiation, “Finding and using negotiation power.”
October 7
Prep for Role Play
Meet with Negotiation Teams for Practice Negotiations

October 14 & 21
Bring write up of negotiated agreement
Integrative, and Expansionary Win-Win Methods and Outcomes.
Discussion of adversarial win-lose techniques and how to resist them.
• Essentials of Negotiation, “Relationships in negotiation.”
• Getting to Yes, Chs. 2-5, Conclusion, Appendix on Questions.
• Essentials of Negotiation, “Strategy and tactics of integrative negotiation.”
Continued discussion of integrative win-win techniques

October 28
Midterm Exam
No assignment; Prepare for Midterm Exam

November 4 & 11
How to write a negotiating action plan
• Essentials of Negotiation, “Negotiation: Strategy and Planning.”
• Essentials of Negotiation, “Best practices in negotiations.”
• Creative Approaches to Problem Solving, Ch. 5, “Preparing for action.”
• Creative Approaches to Problem Solving, Ch. 6, “Planning your approach to creative problem solving.”
Creative, Developmental-Transformational Dialog Methods
• Case: Olympic House
• Case: Bank of Norway’s Investment Management Global Fund and Multinational Retailer
• Essentials of Negotiation, “Communication.”
• Creative Approaches to Problem Solving, Ch. 2, “Creative problem solving.”
• Creative Approaches to Problem Solving, Ch. 4, “Generating ideas.”
Case presentations

November 18
Third Party Methods
Case presentations
• Case: Hazardous Waste
• Essentials of Negotiation, “Multiple parties and teams.”
• Essentials of Negotiation, “Third Party Intervention,”

December 2
Case presentations

December 9
Case presentations
Conflict resolution ethics and reflection: Toward praxis, happiness
Case: Negotiating a Cause of Death,
Essentials of Negotiation, “Ethics in negotiation.”
Financial Times Editorial, “SEC takes off the gloves on Goldman.”
Case: PE-LBO, Dennis Berman and Henny Sender, “Backstory of Kinder LBO Underscores Web of Ethical Issues Such Deals Face,” WSJ.
E. McKay, “What $800 million buys on Capitol Hill.”
Getting to Yes, Conclusion
Creative Approaches to Problem Solving, Ch. 12, “Applying CPS.”

December 14-19 Exam Week
Papers Due

How to find articles in BC Library from your computer:
1. Go to BC Libraries through Google or other search vehicle.
2. Click e-journals.
3. Enter journal title and click.
4. Click search engine such as EBSCO.
5. Fill in your BC user name and password when/if asked.
6. When journal appears click either “search in this publication” or volume and number or year of publication.
7. If you enter “search in this publication” enter in “add” space either author’s last name or subject or both with second entry in second “add” space.
8. Click PDF and read, save, or print.