

Introduction to Negotiation
Psychology 362, Spring 2021
Tuesday, 3:00-5:30

Online Zoom: <https://umd.zoom.us/j/9518182635>

Professor: Michele J. Gelfand
Office: 3147C Biology-Psychology
Phone: 5-6972
Email: mjgelfand@gmail.com
Web: www.michelegelfand.com
Office Hours: By appointment

Course Description:

Negotiation is a pervasive social phenomenon, occurring in many formal settings (e.g., within organizations) and informal settings (e.g., between friends, spouses, etc.). Without even knowing it, we negotiate everyday with spouses, roommates, landlords, co-workers, supervisors, service providers, etc. Determining what price we will pay, where we will go on vacation, what movie to watch, our salary and our compensation are all negotiations. Despite the fact that negotiations are pervasive, research shows that individuals and groups often leave value at the table and fail to reach agreements that could be better for all parties.

Course Learning Goals:

This course will provide an overview of the field of negotiation, and will focus on the social-psychological and contextual factors that facilitate and inhibit successful negotiation agreements. Much of the material in the course draws upon theory and research in social psychology as well as organizational behavior. By the end of the course, you will have learned about basic and classic issues in the field including distributive and integrative bargaining, and the cognitive, motivational, and emotional processes that inhibit or facilitate negotiation effectiveness. You will then learn about more complex issues in negotiation, including multiparty negotiations, agency and ethics, negotiating complex disputes, meditation, as well as cross-cultural and gender issues in negotiation.

Course Format:

This class will involve lectures, discussion, and intensive class exercises. You will prepare for and engage in a variety of negotiation exercises (individually and as teams), which have been developed by scholars in the field of negotiation. These exercises model real world situations and are designed to help you gain additional insight into the readings and to help you develop your own negotiating skills. The skills you develop in this class will serve you in both

your personal and professional life. You must come to class to be prepared to negotiate and having read the assigned materials.

Course Readings:

Required text: Lewicki, R. J., Saunders, D. M., & Barry, B. (2020). *Negotiation* (8th edition). Boston, MA: McGraw-Hill.

I will also hand out negotiation cases and exercises during class. There is a mandatory \$30.00 fee to cover the cost of supplementary experiential activities in the class. These simulation materials were purchased from the Harvard Program on Negotiation and the Dispute Resolution Research Center at Kellogg School of Management, Northwestern University.

Course Evaluation:

Grades in this class will be assigned based on class participation (20%), a midterm exam (20%), a final exam (20%), an individual paper (20%), and a group presentation (20%).

Class participation: Participation will count for 20% of your grade.

Attendance. On most days, we will negotiate and you will be assigned a role and a negotiation partner. Your partner(s) are therefore dependent upon your attendance at the class to complete the negotiation exercises. Failure to attend an exercise seriously compromises the learning experiences of your classmates as well as your own. If you have a documented medical excuse or family emergency, then you can miss class without penalty. Apart from these conditions, you are only allowed to miss **one class** without penalty, provided that you give me at **least 24 hours advance** notice, and if I request, make arrangements for your negotiating partner (either by providing a substitute or re-scheduling to negotiate out of class). Failure to contact me will result in a drop of 1/3 of a letter grade for the course.

Class discussion. Your participation in class discussion will be evaluated on the quality of your contributions and insights regarding the simulations and the class readings. Your comments should reflect relevant and constructive points that make a contribution to the discussion. Your participation will also be graded on how well you build on your classmates' comments, and how much you contribute to a positive classroom climate. Each class, everyone is expected to listen carefully to each other's insights, to suspend judgment, and to offer your own insights, both personal and based on the readings. Our class will be an open learning environment through which our understanding of the issues will become enriched by multiple perspectives.

Preparation Documents. Preparation is critical for negotiation and self-reflection about the negotiation process after it occurs is critical for learning. In class, it is essential that you read and prepare for negotiation exercises when assigned. You will be required to fill out planning documents throughout the semester to prepare for complex negotiations. In some cases, you will need to prepare with other classmates during class and prior to negotiating.

Exams: You will have a midterm and a final, each of which are worth 20% of your grade.

Midterm. There will be an in-class midterm exam on **March 9th** which will cover the readings and class lectures/simulations up to this date. It will include short answers and essays. It is worth 20% of your grade.

Final exam. The final exam will be given during final exam week. This exam will cover material from the midterm until the end of class (i.e., it is non-cumulative). It will have the same structure as the midterm. It is worth 20% of your grade.

Group Presentation (20%). You will be assigned to groups of 3 or 4, and you will need to produce an oral power point presentation in which you provide an in-depth analysis of an actual real world negotiation that has been written up in the news or another medium. You should select an incident that is sufficiently complex to provide interesting data for analysis. You should provide a brief description of the events as they occurred, along with a detailed analysis of the situation that draws upon concepts and theories discussed in the readings and in class discussions. In your analysis, ***you must cite at least 5 original academic journal articles*** (not articles in the popular press) that you get which help to explain the dynamics of the situation. These citations must be integrated into your power point presentation and listed at the end of your presentation in a reference section in APA format. Your team will be responsible for preparing a 15-minute presentation of the case with power point slides followed by 5 minutes of questions from the class. Each person in the group must present. You will be assigned to groups during the second week of class. Each team should email me a description of your topic for the group presentation by **5pm on Monday Feb 22nd** to mjgelfand@gmail.com with “362 Group Presentation” in the Regarding line. In the description of your topic you must also provide a specific division of labor, when you will be having meetings to coordinate, and how you are going to integrate your different roles and tasks in the team. Presentations will be given on **May 4th**. Presentations will be judged using the following three criteria:

- **Content** (extent to which the group addressed the negotiation situation in-depth and tied the discussion to class concepts; *must cite 5 original research articles and include the references in your presentation*) (60% of presentation grade).
- **Delivery** (extent to which the presentation was creative and engaging, both in terms of the oral and visual components of the presentation) (20% of presentation grade).
- **Preparedness** (extent to which the group was prepared to answer questions about their presentation, including addressing issues not explicitly covered but related to their presentation) (20% of the presentation grade).

Within each group, members will be asked to complete a peer evaluation of other group member contributions.

Individual Paper (20%). In order to facilitate the transfer of negotiation skills to your actual lives, you will be required to conduct an out-of-class negotiation for real outcomes and then write up a summary of your experiences. You should identify a personal or professional situation in which you would like to negotiate an agreement. Note that this must be a real

negotiation, and you should not negotiate over items that you have no intention of purchasing or following through upon. Prior to negotiating, you will fill out a negotiation preparation worksheet. You need to choose one classmate to provide feedback to you on a) your preparation and b) your actual negotiation. You should solicit written feedback from your classmate on your preparation sheet prior to your negotiation. You should seek written feedback from your classmate after the negotiation. You will then write an analysis of your experience using this feedback, your own personal observations, and the class concepts that have been discussed in the readings, lectures, and exercises. Your analysis should be no more than 8 double-spaced pages (not including attachments). Please attach (a) your classmate's feedback (*both before you negotiated and after*); (b) your own negotiation preparation documents and (c) your analysis using class concepts, readings, lectures, and exercises. **Papers are due on Friday May 14th by 5pm.**

Classroom etiquette:

- You are expected to be prepared and on time for all classes.
- You may not show your confidential role instructions to the other parties, though you are free to discuss anything you wish.
- You should not discuss the exercises with other classmates outside of class during preparation.

Overview of Topics

DATE	TOPIC
January 26	Introductions and Overview of the Course
February 2	Distributive Negotiation I
February 9	Distributive Negotiation II
February 16	Integrative Bargaining I
February 23	Integrative Bargaining II
March 2	Cognitive, Motivational, and Emotional Biases
March 9	Midterm Exam
March 16	Spring Break
March 23	Negotiation Ethics and Agency
March 30	Negotiating Disputes
April 6	Multiparty
April 13	Third parties/Mediation
April 20	Cross-Cultural Negotiation, Gender and Individual Differences
April 27	Group presentation preparations
May 4	Group Presentations and Wrap Up
Final Exam	TBA

Topics and Assigned Readings

- 1/26** **Introduction and Overview of the Course**
- 2/2** **Distributive Negotiation I**
- Read: LSB Chapters 1 and 2
- Prepare in class: Appleton & Baker planning sheet
- In-class negotiation: Appleton & Baker
- 2/9** **Distributive Negotiation II**
- Read: LSB Chapter 11 (agents/ constituencies)
- Watch on your own: Final offer movie:
<https://www.youtube.com/watch?v=JYNwc0KuGTc>
- Fill out reflection document and send to Dr. G. by 11pm on 2/10.
- Meet with group members to finalize your group assignment topic.
- 2/16** **Integrative Negotiation I**
- Read: LSB Chapter 3
- Prepare in class: New Recruit planning sheet
- In-class negotiation: New Recruit
- 2/23** **Integrative Negotiation II**
- Read: LSB Chapter 4
- Prepare in class: Texoil planning sheet
- In-class negotiation: Texoil

- 3/2** **Cognitive, Motivational, and Emotional Biases**
Read: LSB Chapter 6
In-class activity: Various exercises (no preparation needed)
- 3/9** **Midterm Exam**
- 3/16** **Spring Break (*Have fun!*)**
- 3/23** **Negotiation Ethics and Agency**
Read: LSB Chapters 5
Prepare in class: Bullard Houses planning sheet
In-class negotiation: Bullard Houses
- 3/30** **Negotiating Disputes**
Read: LSB Chapters 8 and 12
Prepare in class: Chestnut drive planning sheet
In-class negotiation: Chestnut Drive
- 4/6** **Multiparty Negotiations**
Read: LSB Chapter 13
Prepare in class: Towers market planning sheet
In-class negotiation: Towers Market
- 4/13** **Third parties/mediation**
Read: LSB Chapter 19
Prepare in class: Telepro planning sheet

In-class activity: Telepro

4/20 Cross-Cultural Negotiation, Gender and Individual Differences

Read: LSB Chapters 14-16; Gelfand & McCusker, 2002 (will be handed out).

Prepare: Mexico Venture planning sheet

In-class activity: Mexico Venture

4/27 Group Presentations Preparation

5/4 Group Presentations and Class Wrap Up

**Final Exam Date: TBD*

Additional Course Policies

Students with Special Concerns

If you are a student with a learning, sensory, or physical disability and feel that you need special assistance in regard to lectures, reading assignments, or testing, please notify me during the first week of class so that we can make appropriate arrangements. All matters of this nature will be held in strict confidence as the need determines. If you have not already done so, please also contact Disability Support Services (301-314-7682).

Statement of Academic Integrity

In accordance with University guidelines, I will take vigorous action against students who engage in cheating, misrepresentation, or other dishonest practices. Penalties for students found guilty of academic dishonesty will be determined on a case-by-case basis, in accordance with university guidelines. If you have any concerns about matters of academic dishonesty please see me immediately. The University Honor Code and Pledge can be found at <http://www.jpo.umd.edu/aca/honorpledge.html>.

Attendance and Absentee Policy

Given the structure of this course, class attendance is very important. If you are absent, you not only miss out on critical course material, but your absence will also have a direct negative impact on your negotiating partner for that day.

Single Absence due to Illness or Injury: University of Maryland policy dictates that a single absence during the semester due to illness or injury will be excused with a self-signed letter attesting to the date of the illness and acknowledging that the information is true and correct. You are required to contact me by email **at least 2 hours prior to the class meeting** if you expect to be absent for any reason, especially due to illness or injury, and to provide this form by the next class meeting that you are present:

<http://www.health.umd.edu/sites/default/files/ClassExcuse1011.pdf>.

Multiple absences require written documentation of the illness or injury from the Health Center or an outside health care provider. The letter must verify the dates of treatment and the time period during which you were unable to meet academic responsibilities. Accommodations will be arranged on a case-by-case basis.

If religious observance or participation in University activities will require you to miss a class, you must contact me **by the end of the schedule adjustment period** to let me know the date(s) when you will be absent. You must submit any work before the class meeting, and you assume responsibility for any material or announcements missed that day.

Absence during a major scheduled grading event requires written documentation of the illness or injury from the Health Center or an outside health care provider. The letter must verify the dates of treatment and the time period during which you were unable to meet academic responsibilities. Accommodations will be arranged on a case-by-case basis, provided that the proper documentation has been provided. Major Scheduled Grading Events for this class are:

3/9/21 – Midterm Exam

5/4/21 – Group Presentation

TBD – Final Exam

Inclusive Learning Environment

Students will be invited to share their thoughts in class; a diversity of opinions is welcome. Respectful communication is expected, even when expressing differing perspectives. Supporting one's statements with research findings is encouraged. In accordance with free speech statutes, speech that contains threats of violence is prohibited.

UMD Undergraduate Course Policies

Additional information on UMD's undergraduate course related policies can be found here: <http://www.ugst.umd.edu/courserelatedpolicies.html>

Emergency Closing

In the event of a University closing during a regularly scheduled class meeting, you will receive an email to your official UM email account within 24 hrs if I need to give you instructions for how the class schedule/deadlines will be altered.