

# Negotiating Agreement and Resolving Conflict

## MAN 6448-901

### Spring, 2023

- I. **Instructor:** Dr. Charles Michaels      **E-mail:** michael@usf.edu  
**Office:** BSN 3408   Home Phone: (813) 949-4115  
You may call my home (8 A.M. to 7 P.M.) on weekdays  
**Office Hours:** By appointment or chance – please call.

Class meets from 6:30 until 10:15 on Mondays in BSN 230.

II. **Course Description:**

"Bargaining is everywhere. That's the simplest way to put it. More accurately, bargaining is a useful framework to interpret any number of different interpersonal interactions." J. Keith Murnighan

The course deals with effectively resolving conflict through the means of bargaining, negotiation, mediation, arbitration, alternative dispute resolution techniques and similar practices. The best way to learn to bargain effectively is to practice bargaining. Bargaining games will be utilized throughout the course to provide this practice.

III. **Text:**

Diamond, Stuart, Getting More, Three Rivers Press, New York, NY, 2010.  
ISBN – 970-0-307-71690-3, eISBN – 978-0-307-71691-0 **any edition is fine.**

IV. **Evaluations of Student Performance:**

There will be two (2) exams during the semester. In addition, students will be divided into teams that will complete a group project to be presented to the class. Group participation grades will consist of the average of the grades given to you by the other members of your group. Standard USF plus or minus grades will be given for the final grade Except for the grade of "A". The points given to each assignment will be as follows:

<b><u>Assignment</u></b>	<b><u>Points</u></b>
Exam I	120
Exam II	120
Group Project/Presentation	40
Conflict Journal	30
<b>Total Points</b>	<b>310</b>

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**Exams:** The two exams will not be cumulative and the format of each exam will be discussed the week before it is administered. **There will be no make-up exams except in cases of confirmed illness.** Students not able to take a scheduled exam for a **legitimate** reason must notify the instructor **in advance** so that a separate exam can be arranged. If you miss a test, you will be required to do a library research project (20-25 pages typewritten) in its place. All materials including lectures, readings, class exercises, discussions, and group presentations are fair game for exams.

**Team Project/Presentation:** The class will be divided into teams. Each team is responsible for choosing an organization or conflict situation and developing a class presentation based on some aspect of dispute resolution. The presentation may be used to demonstrate an organization's dispute resolution system, describe a specific conflict situation, analyze the strengths and weaknesses of a conflict resolution system, make recommendations for change of the system, a case study of a specific conflict that the organization handled, or a presentation of any other aspect of conflict resolution that the team chooses. You may choose any type of organization (public, private, or non-profit). The presentations are to last approximately 20 minutes and will be followed by a question and answer session.

**Conflict Journal:** Each student will keep an individual conflict journal representing your internal monologue about the topics in this course. The journal should have at least seven. Your entries should contain your brief observations and thoughts about the topics we cover each week. You don't have to label the entries by week. You just need a total of seven entries. In the past most of the entries have discussed some conflict situation students have encountered in their life outside of class. You may also write about one or more of the class exercises or your reactions to course readings or discussions. The only absolute requirement is that your entry must relate to conflict resolution and be type written. There is no specific length requirement, but a typical journal is about six or seven pages, typed and double-spaced.

**Emergencies:** In the event of an emergency, it may be necessary for USF to suspend normal operations. During this time, USF may opt to continue delivery of instruction through methods that include Canvas and email messaging and/or an alternate schedule. It's the responsibility of the student to monitor Canvas site for each class for course specific communication, and the main USF, College, and department websites, emails, and MoBull messages for important general information.

**Student Accommodations:** Students in need of academic accommodations for a disability may consult with the office of Students with Disabilities Services to arrange appropriate accommodations. Students are required to give reasonable notice prior to requesting an accommodation.

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#### **V. Course Objectives**

THE STUDENT SHOULD BE ABLE TO:

1. Differentiate between distributed and integrative bargaining and discuss the tactics you would use with each.
2. Describe the basic bargaining process including terms such as BATNA and bargaining range.
3. Discuss the differences between cooperative and competitive bargaining strategies.
4. Discuss the advantages and disadvantages of representative negotiations and when they should be used.
5. Discuss principled negotiations as proposed in “Getting to Yes” and determine when it should be used and how to overcome obstacles.
6. Discuss how multi-party negotiations differ from two party negotiations.
7. Describe when third party interventions are needed.
8. Discuss the process of mediation and when it is appropriate.
9. Discuss the advantages and disadvantages of arbitration.
10. Describe the various types of arbitration variants such as mini-trials, med-arb, co-med-arb, etc. Discuss their advantages and disadvantages compared to arbitration and using the courts.
11. Discuss the different types of individual conflict resolution styles and in what circumstances they are appropriate to use.

In addition, students will get practice in carrying out negotiations as part of in-class exercises. The goal is to develop real-life negotiating skills in each student.

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#### VI. Course Outline and Assignment Schedule

<u>Meeting</u>	<u>Topic or Activity</u>	<u>Assignment</u>
Feb. 7	Introduction	
14	Introduction to Conflict Resolution	Text Chapters 1-2
21	Bargaining & Negotiation	Text Chapters 3-4
28	Direct vs. Represented Negotiations	Text Chapters 5-6
March 7	Preparing for Bargaining, Reading Opponents and discussion of Exam I	Text Chapters 7 and 9
<b>14-20</b>	<b>Spring Break</b>	<b>Enjoy</b>
<b>21</b>	<b>Exam I</b>	
28	Multi-Party Negotiations Conflict Resolution Styles	Text Chapters 10 - 12
April 4	Mediation & Ethics	Text Chapters 13 -15
11	Arbitration & Hybrid Processes International Dispute Resolution And discussion of Exam II	Text Chapters 8 and 16
<b>18</b>	<b>Exam II</b>	
25	Team Presentations and Journals due.	
May 2	Team Presentations and Participation Ratings	