

**Columbia– Spring 2015**  
**Negotiating and Influencing for Planners**  
**Wednesday 6:00PM to 9:30PM**  
**300 Buelle North**

**Professor: Lee E. Miller**  
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**Phone: 917-690-0029**

**Office Hours** - I will be available after class and by appointment.

**Course Overview:**

This course introduces students to the art of negotiating and influencing. Planners spend much of their time negotiating and seeking to influence others, yet generally devote little time thinking about how to effectively negotiate and exert influence. They tend to focus only on the outcomes achieved, and fail to explore how the processes or tactics on which they relied could have been varied to attain even better results. Our goal is to explore both the theoretical and practical aspects of negotiating and influencing. In this seminar, we shall review the literature dealing with negotiating and influencing, engage in influencing and negotiating in a variety of settings and study the negotiating and influencing process.

**Course Objective:**

The goals of the course are to:

1. Understand the importance for Planners of developing and implementing negotiating and influencing strategies.
2. Understand our own strengths and weaknesses as negotiators and influencers.
3. Be able to apply theoretical concepts to the day-to-day negotiating and influencing opportunities in which Planners find themselves.
4. Explore the ethical issues in the field of negotiating and influencing.

**Required Readings & Financial Obligations:**

Kathleen Reardon, *Becoming a Skilled Negotiator*. (Wiley). ISBN: 9780471429692  
(Referred to as Negotiation in the reading assignments).

Lee Miller, *UP Influence Power and the U Perspective* (YCD Press) ISBN-13:  
9780978835507 (Referred to as UP in the reading assignments)

Lee Miller & Jessica Miller, *A Woman's Guide to Successful Negotiating* 2<sup>nd</sup> Edition  
(McGraw Hill) ISBN 13: 9780071746502

Roger Fischer, William Ury & Bruce Patton, *Getting To Yes*\_(Penguin Press) ISBN:  
9780140157352;

### **Class Participation:**

Attendance and participation are mandatory. You are expected to attend every class. Part of every class session will be a graded simulation and your active involvement is necessary for you to get anything from this course. Familiarity with the reading material is essential. This is not a class where you will be able to “hide” and let others participate. In several exercises, students will be required to contribute up to \$5 as part of the simulation.

### **Procedure:**

The course will consist of lectures, discussions, and simulations exercises.

### **Grading/Requirements**

Paper	40%
Attendance, class participation, and negotiating diaries	20%
Simulation exercises	40%

**Readings** - All readings should be completed before the class for which they are assigned. You are responsible for all the material that is assigned.

**Negotiating Diaries** - At the end of each class, students will have to complete a brief summary of the simulation(s) carried out in class. In these summaries, students will be asked to evaluate their own behavior in the simulation and to react to course readings. Furthermore, you will be asked to identify a specific behavior of peers that you thought was particularly effective, and why, and behavior that was ineffective and why. These summaries should range from 1 to 2 pages per class (double-spaced and typed). The negotiating diaries should be submitted at the next class.

**Final Paper** - Each participant will be required to complete a paper on a topic approved by the Professor dealing with the art of negotiating. Topics to be submitted in writing by the 3<sup>rd</sup> class. The paper should incorporate the lessons you have learned about negotiating through the readings and the simulation exercises and demonstrate your understanding of the negotiating process. Your paper should be approximately ten (10) pages in length, word-processed, double-spaced, with one inch margins. **This paper will be due one week after the final class. No late papers will be accepted. Papers should be mailed to Professor Lee Miller 42 State Route 36 Highlands NJ 07732**

## **Reading Assignments**

Class 1 (1-21)  
(Preparation & the Negotiating Process)

*Negotiation* Chapter 2, 3, and 4

Class 2 (1-28)  
(U Perspective, 3Cs Overview & Legitimacy)

*UP* Chapter 1 and 4

Class 3 (2-4)  
(Convince & Distributive Bargaining)

*UP* Chapter 5 and 9  
(PLEASE BRING \$5 TO CLASS)

Class 4 (2-11)  
(Integrative Bargaining)

*Getting to Yes: UP* Chapter 6 & 7

Class 5 (2-18)  
(Organizational Influencing, Virtual Negotiating)

*Woman's Guide* Chapter 12

Class 6 (2-25)  
(Cross Cultural Negotiations & Gender)

*UP* Chapter 3; *Woman's Guide* 1 & 2

Class 7 (3-4)  
(Communications, Ethics)

*UP* Chapter 2; *Negotiation* Chapter 5, 6  
& 7