Course Description

Studies the development of the communication and management skills essential for successfully resolving conflict situations involving labor and management practices. The structural dysfunction of organizations is explored.

Course Textbook


Course Learning Outcomes

Upon completion of this course, students should be able to:

1. Identify and interpret the four key elements of the negotiation process.
2. Describe the styles for handling interpersonal conflict.
3. Interpret the dual concerns model.
4. Explain the positions taken in negotiation.
5. Summarize the various hardball tactics.
6. Describe the characteristics of an interest-based negotiator.
7. Name the factors that facilitate successful integrative negotiations.
8. Differentiate between the goals and strategies inherent in negotiation planning.
9. Summarize the effects of mood and emotion on the negotiation process.
10. Explain the communication techniques used during negotiation.
11. Identify the sources of power used in negotiation.
12. Differentiate between the four approaches to ethical reasoning.
13. Describe the key elements in managing negotiation within relationships.
14. Explain the differences between two party and multiparty negotiations.
15. Summarize what characterizes international negotiations.

Credits

Upon completion of this course, the students will earn three (3) hours of college credit.

Course Structure

1. **Unit Learning Outcomes**: Each unit contains Unit Learning Outcomes that specify the measurable skills and knowledge students should gain upon completion of the unit.
2. **Unit Lesson**: Each unit contains a Unit Lesson, which discusses unit material.
3. **Reading Assignments**: Each unit contains Reading Assignments from one or more chapters from the textbook. Chapter presentations are provided in each unit study guide as Suggested Reading to aid students in their course of study.
4. **Key Terms**: Key Terms are intended to guide students in their course of study. Students should pay particular attention to Key Terms as they represent important concepts within the unit material and reading.
5. **Unit Assessments**: This course contains four Unit Assessments, one to be completed at the end of Units I, II, V, and VII. Assessments are composed of written response questions. The Unit II assessment includes a Matching exercise.
6. **Unit Assignments**: Students are required to submit for grading Unit Assignments in Units I, IV, VI, and VIII. Specific information and instructions regarding these assignments are provided below. Grading rubrics are included with each Assignment. Specific information about accessing these rubrics is provided below.
7. **Course Project:** Students are required to submit for grading a Course Project in Unit VIII. Specific information and instructions regarding this assignment are provided below. A grading rubric is included with this assignment. Specific information for accessing this rubric is included below.

8. **Ask the Professor:** This communication forum provides you with an opportunity to ask your professor general or course content related questions.

9. **Student Break Room:** This communication forum allows for casual conversation with your classmates.

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**CSU Online Library**

There is a virtual library with resources, including both journals and ebooks, to support your program and your course at Columbia Southern University. eResources are accessible 24 hours a day/7 days a week from the CSU Online Library gateway page. To access the library, log into myCSU, and then click on CSU Online Library. Resources are organized in the library by title, but if you click on Research Guides, you will find eResources arranged by subject.

The Library Reference service is available 7 days a week; you can reach CSU’s virtual librarians by emailing thevirtuallibrarian@columbiasouthern.edu. These professional librarians will be glad to help you develop your research plan or to assist you in any way in finding relevant, appropriate, and timely information.

Librarian responses may occur within minutes or hours, but it will never take more than 24 hours for a librarian to send a response to the email address you have provided. Replies to reference requests may include customized keyword search strategies, links to videos, research guides, screen captures, attachments, a phone call, live screen sharing, and meeting room appointments, as well as other forms of instruction.

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**Unit Assignments**

For the Unit I Essay, using the information in your assigned readings and experiences, please select a conflict you observed recently. In a 500-word response, identify and discuss the following:

1. Identify and interpret the characteristics of the negotiation situation.
2. Describe the levels of and functions/dysfunctions of the conflict.
3. Explain the style you would use, or did use, to resolve the interpersonal conflict.
4. Explain the positions taken in negotiation.

Your assignment must:

- Be a minimum of 500 words.
- Include an introduction which summarizes the main points of the essay and identifies the relevance of the assignment to the course topic(s).
- Be typed, double-spaced, using Times New Roman font (size 12), with one-inch margins on all sides; citations and references must follow APA format.
- Include a cover page containing the title of the assignment (Unit I-Essay), the student’s name, the professor’s name, the course title, and the date. The cover page and the reference page are not included in the required assignment page length.

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**Unit II Case Study**

For the Unit II Case Study you will need to access the Negotiation Experts Negotiation Case Studies at http://www.negotiations.com/case. Then locate and read the Case Study: How Giving Face Can Brew Success.

For the Unit II Case Study you have two options:

Option I: After reading the case study, respond to the following questions:

1. Did Rod Zemanek apply distributive or integrative bargaining? Please explain.
2. Would you consider Rod Zemanek an interest-based negotiator? Why or why not?
3. What were the goals and strategies used in the negotiation planning and process?
Your assignment must:

- Be a minimum of 500 words.
- Be typed, double-spaced, using Times New Roman font (size 12), with one-inch margins on all sides; citations and references must follow APA format.
- Include a cover page containing the title of the assignment (Unit II-Course Study), the student’s name, the professor’s name, the course title, and the date. The cover page and the reference page are not included in the required assignment page length.

Option 2: Once you have read the case study, identify and discuss the planning process used by Rod Zemanek, using Table 4.3 – Negotiation Planning Guide on page 120 of your textbook to guide your evaluation.

Your assignment must:

- Be a minimum of 500 words.
- Be typed, double-spaced, using Times New Roman font (size 12), with one-inch margins on all sides; citations and references must follow APA format.
- Include a cover page containing the title of the assignment (Unit II-Course Study), the student’s name, the professor’s name, the course title, and the date. The cover page and the reference page are not included in the required assignment page length.

Unit III Essay

For the Unit III Assignment, you are tasked with preparing a 500 word minimum paper in which you use a negotiation situation that you have participated in (e.g., sale or purchase of a house, car, salary). Use the following outline in developing your paper:

- Introduction with background information
- Subprocesses
  - Description of subprocesses used/observed
  - Effect of subprocesses on negotiation outcome
- Communication techniques use in the negotiation
- Sources of power used in the negotiation
- Conclusion, what did you learn from this experience? What would you do differently, if anything?

Your assignment must:

- Be a minimum of 500 words.
- Include an introduction which summarizes the main points of the essay and identifies the relevance of the assignment to the course topic(s).
- Be typed, double-spaced, using Times New Roman font (size 12), with one-inch margins on all sides; citations and references must follow APA format.
- Include a cover page containing the title of the assignment (Unit III-Essay), the student’s name, the professor’s name, the course title, and the date. The cover page and the reference page are not included in the required assignment length.

Unit IV Case Study

For the Unit IV Case Study you will need to access the Negotiation Experts Negotiation Case Studies at http://www.negotiations.com/case. Then locate and read the Case Study: Negotiation Alliances.

After reading the case study, respond to the following questions:

- Identify and describe the context of negotiation.
- Identify and describe the alliances/coalitions involved.
- What tactics were used in the negotiation process?
- Would you have taken a different approach, why/why not?
Your assignment must:

- Be a minimum of 400 words.
- Be typed, double-spaced, using Times New Roman font (size 12), with one-inch margins on all sides; citations and references must follow APA format.
- Include a cover page containing the title of the assignment (Unit IV-Case Study), the student's name, the professor's name, the course title, and the date. The cover page and the reference page are not included in the required assignment page length.

Unit VI Essay

For this assignment you are given the opportunity of exploring an existing conflict situation and linking theory to practice through the study of the specific conflict.

Conflict is a negotiation that we experience every day. Your research material may be drawn from various sources, such as: media coverage (local, national, or global), personal investigation and research, historical records (books, journals, films/video, newspaper articles), and internet sources.

The conflict could involve resources, health, politics, environment, religion, ethnic groups, and/or differing world views. It must, however, be well-known, meaning its existence should be common (public) knowledge. If you are unsure about a conflict, please contact your instructor for approval.

Your academic tools for conflict analysis should include the concepts or theories discussed in class or found in course readings and/or other literature.

Your 1000 word minimum paper should consists of at least the following:

- A description of the conflict: what is it about, who is involved, when and where, why is there a conflict? What is the context of the conflict?
- Describe the fundamental mistakes that resulted in impasses.
- Describe the elements and processes used or could be used to resolve these impasses.
- Identify the various hardball distributive tactics and responses to those tactics in an effort to resolve the conflict.
- Consider whether a third-party approach would benefit the situation.

Your assignment must:

- Be a minimum of 1000 words.
- Be typed, double-spaced, using Times New Roman font (size 12), with one-inch margins on all sides; citations and references must follow APA format.
- Include a cover page containing the title of the assignment (Unit VI-Essay), the student's name, the professor's name, the course title, and the date. The cover page and the reference page are not included in the required assignment page length.

Unit VIII Reflection Paper

For the final assignment, you are asked to prepare a reflection, addressing the following:

- Discuss what you actually learned from the class.
- Articulate the key insights you have developed regarding the application of negotiation and conflict resolution theory and principles
- Identify how you have used and anticipate applying what you have learned through course, readings, and activities.
- Identify best practices and explain how you utilize them or can utilize them in your future.
Your reflection must:

- Be a maximum of 500 words.
- Be typed, double-spaced, using Times New Roman font (size 12), with one-inch margins on all sides; citations and references must follow APA format.
- Include a cover page containing the title of the assignment (Unit VIII-Reflection), the student’s name, the professor’s name, the course title, and the date.

Course Project

Sometime during the course (this assignment is due in Unit VIII), you must actually go out and conduct a live negotiation. The substance of this negotiation may be anything of value — a major purchase, something related to a job or employment search, relations with peers or coworkers, etc. The following rules apply for the live negotiation and be sure to check with your instructor if there is any doubt in your mind at all about whether the negotiation you have chosen fits the criteria.

- You must negotiate for something nontrivial (i.e., you should care how the negotiation turns out).
- The opponent(s) may not be another student in this class or the instructor.
- The opponent(s) must not be aware either before or during the negotiation that it will be used to satisfy course requirements.
- If at all possible, you should try to interview your opponent and/or observers about the negotiation after it is over.

Students must write a final paper on the live negotiation. The paper must be a maximum of 5 pages, double spaced (typed) pages. Your paper should describe your reactions, perceptions, impressions, and significant insights gained from participation in (and reflection on) the negotiation. You may talk about yourself or the behavior of other people. You are encouraged to address such points as the following:

- What was your goal? What happened in the negotiation (a brief overview of key events)?
- What did you learn about yourself from the experience?
- What did you learn about the behavior of others?
- How does this experience compare to others that you have had in similar or comparable circumstances?
- What did you learn about bargaining or conflict from this situation?
- How do the concepts in the lectures and readings enrich your understanding of the process of this negotiation and its outcome?
- What would you do the same and what would you do differently in the future, or how would you like to behave in order to perform more effectively in such situations?

Writing the paper should encourage your thoughtful analysis and understanding of the negotiation. It should include ideas and concepts from the readings and lecture material. Although there are many creative formats for papers, a good paper usually includes the following elements:

- An introduction;
- A statement of the goal and the planning and preparation that took place;
- An objective (brief) description of the actual events that occurred;
- An analysis of those events;
- A discussion of what could or should have been done differently, and why;
- Integration of readings, theory, and concepts as appropriate;
- A statement of "lessons learned" for the future;
- A summary self-evaluation of your own negotiation style, strengths, and weaknesses as they relate to the negotiation you conducted.
Your assignment must:

- Be a maximum of five (5) pages.
- Be typed, double-spaced, using Times New Roman font (size 12), with one-inch margins on all sides; citations and references must follow APA format.
- Include a cover page containing the title of the assignment (Unit VIII - Course Project), the student's name, the professor's name, the course title, and the date. The cover page and the reference page are not included in the required assignment page length.

**APA Guidelines**

CSU requires that students use the APA style for papers and projects. Therefore, the APA rules for formatting, quoting, paraphrasing, citing, and listing of sources are to be followed. A document titled “APA Guide” is available for you to download from the APA Guide link, found in the Learning Resources area of the myCSU Student Portal. It may also be accessed from the Student Resources link on the Course Menu. This document includes examples and sample papers and provides links to The CSU Success Center and the CSU Online Library staff.

**Grading Rubrics**

This course utilizes analytic grading rubrics as tools for your professor in assigning grades for all learning activities. Each rubric serves as a guide that communicates the expectations of the learning activity and describes the criteria for each level of achievement. In addition, a rubric is a reference tool that lists evaluation criteria and can help you organize your efforts to meet the requirements of that learning activity. It is imperative for you to familiarize yourself with these rubrics because these are the primary tools your professor uses for assessing learning activities.

Rubric categories include: (1) Assessment (Written Response) and (2) Assignment. However, it is possible that not all of the listed rubric types will be used in a single course (e.g., some courses may not have Assessments).

The Assessment (Written Response) rubric can be found embedded in a link within the directions for each Unit Assessment. However, these rubrics will only be used when written-response questions appear within the Assessment.

Each Assignment type (e.g., article critique, case study, research paper) will have its own rubric. The Assignment rubrics are built into Blackboard, allowing students to review them prior to beginning the Assignment and again once the Assignment has been scored. This rubric can be accessed via the Assignment link located within the unit where it is to be submitted. Students may also access the rubric through the course menu by selecting “Tools” and then “My Grades.”

Again, it is vitally important for you to become familiar with these rubrics because their application to your Assessments and Assignments is the method by which your instructor assigns all grades.

**Communication Forums**

These are non-graded discussion forums that allow you to communicate with your professor and other students. Participation in these discussion forums is encouraged, but not required. You can access these forums with the buttons in the Course Menu. Instructions for subscribing/unsubscribing to these forums are provided below.

Once you have completed Unit VIII, you MUST unsubscribe from the forum; otherwise, you will continue to receive e-mail updates from the forum. You will not be able to unsubscribe after your course end date.

[Click here for instructions on how to subscribe/unsubscribe and post to the Communication Forums.](#)

**Ask the Professor**

This communication forum provides you with an opportunity to ask your professor general or course content questions. Questions may focus on Blackboard locations of online course components, textbook or course content elaboration, additional guidance on assessment requirements, or general advice from other students.
Questions that are specific in nature, such as inquiries regarding assessment/assignment grades or personal accommodation requests, are NOT to be posted on this forum. If you have questions, comments, or concerns of a non-public nature, please feel free to email your professor. Responses to your post will be addressed or emailed by the professor within 48 hours.

Before posting, please ensure that you have read all relevant course documentation, including the syllabus, assessment/assignment instructions, faculty feedback, and other important information.

**Student Break Room**

This communication forum allows for casual conversation with your classmates. Communication on this forum should always maintain a standard of appropriateness and respect for your fellow classmates. This forum should NOT be used to share assessment answers.

**Grading**

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<th>Component</th>
<th>Percentage</th>
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<tr>
<td>Unit Assessments (4 @ 6%)</td>
<td>24%</td>
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<tr>
<td>Essays (3 @ 8%)</td>
<td>24%</td>
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<tr>
<td>Case Studies (2 @ 9%)</td>
<td>18%</td>
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<tr>
<td>Unit VIII Reflection Paper</td>
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<td>Course Project</td>
<td>25%</td>
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<td><strong>Total</strong></td>
<td><strong>100%</strong></td>
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**Course Schedule/Checklist (PLEASE PRINT)**

The following pages contain a printable Course Schedule to assist you through this course. By following this schedule, you will be assured that you will complete the course within the time allotted.
By following this schedule, you will be assured that you will complete the course within the time allotted. Please keep this schedule for reference as you progress through your course.

### Unit I
**An Introduction to Negotiation**

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<td>Read:</td>
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<tr>
<td>Chapter 1:</td>
<td>The Nature of Negotiation</td>
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<td>Chapter 2:</td>
<td>Strategy and Tactics of Distributive Bargaining</td>
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<td>Suggested Reading:</td>
<td>See Study Guide</td>
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<td>Submit:</td>
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<td>Assessment</td>
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<td>Essay</td>
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Notes/Goals:

### Unit II
**Strategy and Tactics in Negotiation and Conflict Resolution**

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<td>Read:</td>
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<tr>
<td>Chapter 2:</td>
<td>Strategy and Tactics of Distributive Bargaining</td>
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<td>Chapter 3:</td>
<td>Strategy and Tactics of Integrative Negotiation</td>
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<td>Chapter 4:</td>
<td>Negotiation: Strategy and Planning</td>
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<td>Suggested Reading:</td>
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<td>Submit:</td>
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<td>Assessment</td>
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<td>Case Study</td>
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Notes/Goals:
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<tr>
<th>Unit III</th>
<th>Negotiating Subprocesses</th>
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<tr>
<td>Review:</td>
<td>- Unit Study Guide</td>
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</table>
| Read:    | - Chapter 5: Perception, Cognition, and Emotion  
|          | - Chapter 6: Communication  
|          | - Chapter 7: Finding and Using Negotiation Power  
|          | - Chapter 8: Influence  
|          | - Chapter 9: Ethics in Negotiation  
|          | - Suggested Reading: See Study Guide  |
| Submit:  | - Essay                  |
| Notes/Goals: |                                  |

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<tr>
<th>Unit IV</th>
<th>Negotiation Contexts</th>
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<td>Review:</td>
<td>- Unit Study Guide</td>
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</table>
| Read:    | - Chapter 10: Relationships in Negotiation  
|          | - Chapter 11: Agents, Constituencies, Audiences  
|          | - Chapter 12: Coalitions  
|          | - Chapter 13: Multiple Parties and Teams  
|          | - Suggested Reading: See Study Guide  |
| Submit:  | - Case Study          |
| Notes/Goals: |                                  |
### Unit V  
**Individual Differences in Negotiation**

**Review:**
- Unit Study Guide

**Read:**
- [Chapter 14]: Individual Differences I: Gender and Negotiation
- [Chapter 15]: Individual Differences II: Personality and Abilities
- **Suggested Reading:** See Study Guide

**Submit:**
- Assessment

**Notes/Goals:**

### Unit VI  
**Resolving Differences**

**Review:**
- Unit Study Guide

**Read:**
- [Chapter 17]: Managing Negotiation Impasses
- [Chapter 18]: Managing Difficult Negotiations
- [Chapter 19]: Third-Party Approaches to Managing Difficult Negotiations
- **Suggested Reading:** See Study Guide

**Submit:**
- Essay

**Notes/Goals:**

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BSL 4160, Negotiation/Conflict Resolution
### Unit VII: International Negotiations

**Review:**
- Unit Study Guide

**Read:**
- Chapter 16: International and Cross-Cultural Negotiation
- Suggested Reading: See Study Guide

**Submit:**
- Assessment

### Notes/Goals:

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### Unit VIII: Best Practices in Negotiation

**Review:**
- Unit Study Guide

**Read:**
- Chapter 20: Best Practices in Negotiations
- Suggested Reading: See Study Guide

**Submit:**
- Reflection Paper
- Course Project

### Notes/Goals: