

**PSCI 4206A**  
**BARGAINING AND NEGOTIATION**

Tuesday 6:05-8:55 p.m.

Please confirm location on Carleton Central

**Instructor:** Michael Dolan  
**Office:** C669 Loeb  
**Office Hours:** Mon 12:30-2:30; Tues, 5:00-6:00; Wed 2:30-3:30  
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**COURSE DESCRIPTION**

The theory and practice of bargaining and negotiation. The seminar includes national and international levels, government and mixed public-private negotiations, and bilateral and multilateral situations. Special attention is given to the needs of weaker parties. Simulations included.

One objective of the course is to explore the major concepts of bargaining and negotiating, and the dynamics of interpersonal and intergroup conflict and its resolution. Another objective is help students develop the sophistication to analyze bargaining and conflict relationships, and to learn about their own individual bargaining styles. My interest is to have students who are committed to both goals.

**FORMAT**

Class time will be divided into lectures, role playing and case discussions. Lectures and discussions will be used to provide analytical concepts important for understanding the various topics, and to integrate the readings. Most class periods will include a negotiation exercise that will apply aspects of the particular topics. Upon completion, these exercises will be discussed and analyzed in the seminar. Note: All students need to access their Connect accounts as various materials and essay comments will be sent by email. If you do not wish to use Connect for your everyday email, then you must set up Connect so that messages sent to you will be forwarded to your everyday account.

**FINAL EXAMINATION**

There will not be a final examination in this course.

**EVALUATION**

The final grade in the course will be determined on the following basis:

Seminar Contribution	25%
Simulation Background Essay ( <b>due Mar 17<sup>th</sup></b> )	25%
Simulation Follow Up Essay ( <b>due Mar 31<sup>st</sup></b> )	25%
Final Project Essay ( <b>due April 7<sup>th</sup></b> )	25%

## STUDENT WORK REQUIREMENTS

**Class preparation and Participation.** This course requires that students come prepared to class. There are two forms of preparation: reading and exercise and case assignments. Readings have been assigned to illuminate the weekly topics. Assignments are cases, role plays and questionnaires that *must* be read or completed prior to class. Group preparation outside of class will be necessary on several occasions. *Attendance at class is expected.* Missing class is not acceptable except for medical emergency. The class participation segment of your grade will be based upon your class attendance, preparation for all class activities, and the quality of your contribution to class discussions. Particularly important is the capstone simulation that takes place on 17 and 24 March. If you are unable to attend either of these classes, you should not take the course.

**Background paper on the major negotiation simulation.** An essay on the issues addressed in the simulation . This essay should not exceed eight pages. This essay may be a joint effort submitted by particular syndicates representing either the multinational firm or the developing country (in which case the paper should be about 12 –15 pages). This paper is due in class on 17 March. *Because this paper provides the basis for the negotiation that begins on this date, no late papers will be accepted.* This paper will be graded by March 25.

**Follow-up paper on the negotiation simulation.** An essay on the simulated negotiations. The format of this essay will be to answer a set of questions relating to the structure and process of the negotiations. As with the background paper, this essay may be a joint effort submitted by particular syndicates representing either the multinational firm or the developing country. This paper is due one week after the completion of the negotiations. This essay should be about eight pages, unless it is a team effort, in which case it should be about 12 pages. This paper is due in class on 31 March. *Late papers will be accepted with a full letter grade deduction.*

**Final Project.** This paper is due by 4 p.m. on 7 April in my office. If you are unable to hand in the essay at this time and must hand in the essay earlier, then use the Departmental essay drop-box. The department drop box cut off time is 4pm. Any assignments submitted after 4pm will be dated for the following weekday. *Late papers will not be accepted* as final grades are due 10 days after the last class (which is 11 April this year). This paper should be about 10-12 pages (not counting appended forms and questionnaires). You may do one of three things for the final project:

1. A live negotiation. You may write up an actual negotiation that you have with someone during the term. The should be a real issue of importance to you, such as a salary or job negotiation, a major purchase, or a negotiation in an important relationship). Three rules apply here: you must negotiate for something non-trivial. The other party or parties cannot be associated with this course or be aware that you are using the negotiation for a course exercise. Your paper must include your goals,

strategy and expectations prior to the negotiation. Evaluation will be based less on success and more on your ability to apply the key issues and concepts that we will be working with (in the lectures, course exercises and course readings -- be sure to cite relevant sources), put together some sensible strategy, and generate ideas about how to be more effective in the future. **Your paper and negotiation strategy should reflect the theory and tools presented in the seminar and readings. This paper should follow the format used to prepare for the Tempest-Auriga simulation, with the relevant analytical forms.**

2. Learning Summary. You may prepare a personal learning summary. The purpose of the summary is to integrate what you have learned about yourself in the course, about others, about negotiation and about human behaviour. The summary will be written to the instructor and will be a confidential document. Grading will be based on the comprehensiveness of the analysis, integration of relevant course materials, data and feedback from others in the course about your style (a must element for this paper) and personal reflection on your strengths and weaknesses as a negotiator. The questionnaires filled out by your peers should be appended to this paper.

3. Term paper. You may prepare an analytical paper of some actual negotiation that has occurred such as an international situation, labour problem, hostage negotiation, business deal, etc. Your paper should very briefly present the case and then analyze it, **using the theory and tools presented in the seminar and readings. This paper should follow the format used to prepare for the Tempest-Auriga simulation, with the relevant analytical forms.** Students are encouraged to consult with the instructor about their topic in advance.

## TEXTS

Required:

Reader: *Negotiation: Readings, Exercises and Cases* (4th Edition) by Roy Lewicki, David Saunders, John Minton and Bruce Berry (Irwin McGraw-Hill: Boston, 2002).

This book is now out of print, but I have had a coursepack made of the readings that we will use for the course. The coursepack is available at Allegra Print Shop (1069 Bank Street, across from the Mayfair Theatre) Tel: (613)730-3000. [allegra@sympatico.ca](mailto:allegra@sympatico.ca)

The coursepack is available for about \$50 (tax included). Alternatively, you may be able to purchase this book on amazon.ca or other online source, but note that only the 4th edition can be used.

Recommended:

Text: *Essentials of Negotiation* (3<sup>rd</sup> Edition) by Roy Lewicki and David Saunders (Irwin McGraw-Hill: Boston, 2004).

This text may be purchased, or students may read very similar chapters from the previous edition. I will leave three or four copies of the required chapters from the previous edition in a box outside of my office door, which students may borrow briefly to read (or to photocopy and read). Alternatively, you may also be able to purchase this book on amazon.ca or other online source, but note that only the 2nd or 3rd edition

can be used. Neither book is available in the campus library.

<u>DATE</u>	<u>WEEK</u>	<u>TOPICS AND READINGS</u>
		(all readings are from the course texts unless otherwise indicated)
6 /1	1	<b>Introduction</b> Questionnaire 5
13/1	2	<b>Effective, Successful Negotiation</b> Reader: 1.1, 1.2, 1.3 (39 pgs); Exercise 2: <i>Pemberton's Dilemma</i> ; Text: Chap 1 (21 pgs)
20/1	3	<b>Framing Negotiations</b> Reader: 5.1, 5.2, 10.1, 10.2, 10.3 (27 pgs); Questionnaire 1; Text: Chap 2 (32 pgs)
27/1	4	<b>Distributive Bargaining</b> Reader: 3.1, 3.2, 3.3 (29 pgs); Exercise 4: <i>The Used Car</i> ; Text: Chap 3 (34 pgs)
3/2	5	<b>Integrative Bargaining</b> Reader: 4.1, 4.2, 4.3 (27 pgs); Exercise 7: Universal Computer 1; Text: Chap 4 (20 pgs)
10/2	6	<b>Power in Negotiations</b> Reader: 6.1, 6.2, 6.3, 6.4, 8.4 (44 pgs); Exercise 16: <i>The Power Game</i> ; Questionnaire 3; Text: Chap 6 (30 pgs); <i>Tempest-Auriga Simulation</i> (photocopy)
24/2	7	<b>Ethics in Negotiations</b> Reader: 7.1, 7.2, 7.3 (31 pgs), Questionnaire 2; Text: Chap 7 (21 pgs)
3/3	8	<b>Coalition Bargaining</b> Reader: 9.1, 9.2, 9.3 (24 pgs); Exercise 17: Coalition Bargaining; "Coalitions, Multiple Parties, and Teams" by Lewicki, et al. (16 pgs); Planning for Negotiation Exercise
10/3	9	<b>Cross-Cultural Negotiating</b> Reader: 11.1, 11.2, 11.3, 11.4, 11.5 (87 pgs); Text: Chap 8 (25 pgs)
17/3	10	<b>Strategic Planning for Negotiations</b> <b>Negotiation Exercise</b> , Introductory meeting Reader: 2.1, 2.2, 12.1, 12.2, 12.3 (40 pgs); Text: Chap 5 (22 pgs); <i>background paper due</i>
24/3	11	<b>Negotiation Exercise</b> Text: chap 9 (23 pgs)
31/3	12	<b>Negotiation Exercise Analysis and Conclusion</b>

### **Academic Accommodations**

**For students with Disabilities:** Students with disabilities requiring academic accommodations in this course must register with the Paul Menton Centre for Students with Disabilities (500 University Centre) for a formal evaluation of disability-related needs. Registered PMC students are required to contact the centre (613-520-6608) every term to ensure that the instructor receives your letter of accommodation. After registering with the PMC, make an appointment to meet with the instructor in order to discuss your needs **at least two weeks before the first assignment is due or the first in-class test/midterm requiring accommodations**. If you require accommodation for your formally scheduled exam(s) in this course, please submit your request for accommodation to PMC by **November 7, 2008 for December examinations**, and **March 6, 2009 for April examinations**.

**For Religious Observance:** Students requesting accommodation for religious observances should apply in writing to their instructor for alternate dates and/or means of satisfying academic requirements. Such requests should be made during the first two weeks of class, or as soon as possible after the need for accommodation is known to exist, but no later than two weeks before the compulsory academic event. Accommodation is to be worked out directly and on an individual basis between the student and the instructor(s) involved. Instructors will make accommodations in a way that avoids academic disadvantage to the student. Instructors and students may contact an Equity Services Advisor for assistance ([www.carleton.ca/equity](http://www.carleton.ca/equity)).

**For Pregnancy:** Pregnant students requiring academic accommodations are encouraged to contact an Equity Advisor in Equity Services to complete a *letter of accommodation*. Then, make an appointment to discuss your needs with the instructor at least two weeks prior to the first academic event in which it is anticipated the accommodation will be required.

**Plagiarism:** The University Senate defines plagiarism as “presenting, whether intentional or not, the ideas, expression of ideas or work of others as one’s own.” This can include:

- reproducing or paraphrasing portions of someone else’s published or unpublished material, regardless of the source, and presenting these as one’s own without proper citation or reference to the original source;
- submitting a take-home examination, essay, laboratory report or other assignment written, in whole or in part, by someone else;
- using ideas or direct, verbatim quotations, or paraphrased material, concepts, or ideas without appropriate acknowledgment in any academic assignment;
- using another’s data or research findings;
- failing to acknowledge sources through the use of proper citations when using another’s works and/or failing to use quotation marks;
- handing in “substantially the same piece of work for academic credit more than once without prior written permission of the course instructor in which the submission occurs.

Plagiarism is a serious offence which cannot be resolved directly with the course’s instructor. The Associate Deans of the Faculty conduct a rigorous investigation, including an interview with the student, when an instructor suspects a piece of work has been plagiarized. Penalties are not trivial. They include a mark of zero for the plagiarized work or a final grade of “F” for the course. The Department’s Style Guide is available at: <http://www.carleton.ca/polisci/undergrad/Essay%20Style%20Guide.html>

**Oral Examination:** At the discretion of the instructor, students may be required to pass a brief oral examination on research papers and essays.

**Submission and Return of Term Work:** Papers must be handed directly to the instructor and will not be date-stamped in the departmental office. Late assignments may be submitted to the drop box in the corridor outside B640 Loeb. Assignments will be retrieved every business day at **4 p.m.**, stamped with that day's date, and then distributed to the instructor. For essays not returned in class please attach a **stamped, self-addressed envelope** if you wish to have your assignment returned by mail. Please note that assignments sent via fax or email will not be accepted. Final exams are intended solely for the purpose of evaluation and will not be returned.

**Approval of final grades:** Standing in a course is determined by the course instructor subject to the approval of the Faculty Dean. This means that grades submitted by an instructor may be subject to revision. No grades are final until they have been approved by the Dean.

**Course Requirements:** Students must fulfill all course requirements in order to achieve a passing grade. Failure to hand in any assignment will result in a grade of F. Failure to write the final exam will result in a grade of ABS. FND (Failure No Deferred) is assigned when a student's performance is so poor during the term that they cannot pass the course even with 100% on the final examination. In such cases, instructors may use this notation on the Final Grade Report to indicate that a student has already failed the course due to inadequate term work and should not be permitted access to a deferral of the examination. Deferred final exams are available **ONLY** if the student is in good standing in the course.

**Connect Email Accounts:** The Department of Political Science only communicates with students via Connect accounts. Important course and University information is also distributed via the Connect email system. It is the student's responsibility to monitor their Connect account.

**Carleton Political Science Society:** The Carleton Political Science Society (CPSS) has made its mission to provide a social environment for politically inclined students and faculty. Holding social events, debates, and panel discussions, CPSS aims to involve all political science students in the after-hours academic life at Carleton University. Our mandate is to arrange social and academic activities in order to instill a sense of belonging within the Department and the larger University community. Members can benefit through numerous opportunities which will complement both academic and social life at Carleton University. To find out more, please email [carletonpss@gmail.com](mailto:carletonpss@gmail.com), visit our website at [poliscisociety.com](http://poliscisociety.com), or come to our office in Loeb D688.

**Official Course Outline:** The course outline posted to the Political Science website is the official course outline.