MGT470: Conflict and Management Negotiation

Credit Hours: 3
Contact Hours: This is a 3-credit course, offered in accelerated format. This means that 16 weeks of material is covered in 8 weeks. The exact number of hours per week that you can expect to spend on each course will vary based upon the weekly coursework, as well as your study style and preferences. You should plan to spend 10-25 hours per week in each course reading material, interacting on the discussion boards, writing papers, completing projects, and doing research.

Course Description and Outcomes

Course Description:
This course revolves around identification and analysis of management strategies for dealing with both functional and dysfunctional conflict in the workplace. Included is a study of conflict management styles of avoidance, accommodation, collaboration, negotiation, mediation and domination.

Course Overview:
This course consists of a study of managerial negotiation strategies and conflict resolutions. Students will learn to apply successful negotiation strategies in a variety of situations including distributive bargaining and intercultural, relational and emotionally challenging scenarios. Case analysis assignments will be used to assess students’ ability to apply strategies learned in the course content. The negotiation strategies students will analyze in the critical thinking case scenarios are relationship issues, intercultural negotiations, and power issues.

Through an individually customized assessment, students will evaluate their own negotiation strengths and determine strategies to become better negotiators. Students will complete three questionnaire assessments and communicate their discoveries of their own negotiation style, strengths, and strategies.

Course Learning Outcomes

1. Demonstrate an intellectual understanding of role of conflict and conflict management in the workplace.
2. Describe the development of a strategic plan, including resources, for the effective management of individual and organizational conflict, negotiations, and collective bargaining.
3. Demonstrate knowledge of negotiation methods and skills used to resolve conflicts and reach agreement on a course of action.
4. Analyze situations and apply an understanding of differences to facilitate open discourse and decision-making.
5. Discuss the advantages of conflict in gaining and maintaining competitive advantage in the marketplace.

Participation & Attendance

Prompt and consistent attendance in your online courses is essential for your success at CSU-Global Campus. Failure to verify your attendance within the first 7 days of this course may result in your withdrawal. If for some reason you would like to drop a course, please contact your advisor.
Online classes have deadlines, assignments, and participation requirements just like on-campus classes. Budget your time carefully and keep an open line of communication with your instructor. If you are having technical problems, problems with your assignments, or other problems that are impeding your progress, let your instructor know as soon as possible.

**Course Materials**

Textbook Information is located in the CSU-Global Booklist on the Student Portal.

**Course Schedule**

**Due Dates**
The Academic Week at CSU-Global begins on Monday and ends the following Sunday.

- Discussion Boards: The original post must be completed by Thursday at 11:59 p.m. MT and Peer Responses posted by Sunday 11:59 p.m. MT. Late posts may not be awarded points.
- Mastery Exercises: Students may access and retake Mastery Exercises through the last day of class until they achieve the scores they desire.
- Critical Thinking Activities: Assignments are due Sunday at 11:59 p.m. MT.

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<tr>
<th>Week #</th>
<th>Readings</th>
<th>Assignments</th>
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| 1      | Chapters 1 & 4 in *Essentials of Negotiation*  
Reading 1.5 & 4.3 in *Negotiation: Readings, Exercises and Cases* | Discussion Board (25)  
Mastery Exercise (10) |
| 2      | Chapter 2 in *Essentials of Negotiation*  
Reading 1.8 in *Negotiation: Readings, Exercises, and Cases*  
Case on *Joe Tech* | Discussion Board (25)  
Mastery Exercise (10)  
Critical Thinking (85)  
Portfolio Milestone for Option 1: (worth 30 points of Portfolio Project) |
| 3      | Chapter 7 in *Essentials of Negotiation*  
Reading 2.7 in *Negotiation: Readings, Exercises, and Cases*  
Case on *Pacific Oil Company* | Discussion Board (25)  
Mastery Exercise (10)  
Critical Thinking (95) |
| 4      | Chapter 5 in *Essentials of Negotiation*  
Reading 2.4 in *Negotiation: Readings, Exercises and Cases* | Discussion Board (25)  
Mastery Exercise (10)  
Portfolio Milestone for Option 2: (worth 30 points of Portfolio Project) |
| 5      | Chapter 6 in *Essentials of Negotiation*  
Reading 5.1 in *Negotiation: Readings, Exercises and Cases*  
Reading 5.3 in *Negotiation: Readings, Exercises and Cases*  
Case on *Sick Leave* | Discussion Board (25)  
Mastery Exercise (10)  
Critical Thinking (95) |
| 6      | Chapter 9 in *Essentials in Negotiation*  
Reading 3.2 in *Negotiation: Readings, Exercises and Cases*  
Case on *Midwestern Contemporary Art* | Discussion Board (25)  
Mastery Exercise (10)  
Critical Thinking (95) |
| 7      | Chapter 11 in *Essentials in Negotiation*  
Reading 4.2 in *Negotiation: Readings, Exercises and Cases*  
Reading 6.5 in *Negotiation: Readings, Exercises and Cases* | Discussion Board (25)  
Mastery Exercise (10) |
| 8      | Chapter 12 in *Essentials of Negotiation*  
Reading 6.1 in *Negotiation: Readings, Exercises and Cases* | Discussion Board (25)  
Mastery Exercise (10)  
Portfolio Assignment (350) |
Assignment Details

This course includes the following assignments/projects:

Module 2

**CRITICAL THINKING:** Choose one of the following two assignments to complete this week. Do not do both assignments. Identify your assignment choice in the title of your submission.

**Option #1: Critical Thinking: Partner Project: Job Offer Negotiation - Joe Tech and Robust Routers (85 points)**

Read Exercise 15: Job Offer Negotiation - Joe Tech and Robust Routers (linked on the Week 2 Assignments page). After reading the offer letter, you are not in agreement with the terms. For this CT, choose a friend, family member, or co-worker to complete the assignment. One of you will assume the role of the HR Director and the other of the prospective employee. You want to negotiate the following items:

- Salary at $92,000 annually, paid bi-weekly,
- Signing bonus of $20,000 paid as a lump sum within 15 days of offer acceptance,
- 1500 stock options,
- No relocation to Silicon Valley. Rather, you want to become a telecommuter and remain in Nashville, TN. You are willing to travel, at company expense, for one week once a month to the Silicon Valley location,
- Due to remaining in Nashville, TN, you are willing to forgo the relocation bonus of $5000.

In a well-written essay of 3-5 pages (you may want to view the Effective Essay Writing handout from the Library), following the *CSU-Global Guide to Writing and APA Requirements*, report on the following:

1. Did you reach an agreement in this negotiation? If so, how satisfied are you with the terms of the job offer? If not, are you satisfied that you did not agree? Why?
2. If you reached a settlement, how does the terms of the agreement compare to your target goals? What areas were you willing to forgo? Would your responses be different if you needed to secure employment?
3. Who had the “power” in this negotiation – the company or the prospective employee? Explain your answer and provide sources as support.

*Make sure you link your discussion to course theories and topics by referencing the course textbook and module content!*

**Option #2: Critical Thinking: Honesty in Negotiations (85 points)**

Read the article “Honesty in Negotiations“ (linked on the Week 2 Assignments page). After reading the entire article, answer the following questions:

1. How does the author feel about deceptive tactics or lying during negotiations? Do you believe this is a normal part of the negotiating process or an unethical practice? Explain your answer.
2. A common type of deception, according to the author, is vagueness or ambiguity during the negotiations. How does one party’s vagueness or ambiguity impact the process? Do you believe this is actually deception? Explain your answers.

Your responses should be 3-5 pages in length, and your analysis should be written in complete sentences. Your paper may be organized with headings, but avoid writing the question, then writing the answer. The paper should be structured formally following the *CSU-Global Guide to Writing and APA Requirements.*
PORTFOLIO MILESTONE: Please note: if you have selected Option #2 for the final paper, you will have a milestone due during Week 4.

Portfolio Project Option 1: Portfolio Milestone (worth 30 points of the Portfolio Project)

Begin the outline of your paper, what topics you may include, and how you will structure the comparative paper. You can begin writing the first sections of the paper based on the questionnaires you completed. See the Week 2 Assignments page for project details.

Module 3

CRITICAL THINKING: Choose one of the following two assignments to complete this week. Do not do both assignments. Identify your assignment choice in the title of your submission.

Option #1: Critical Thinking: Pacific Oil Case Study (95 points)

Read and respond to the Case 2-Pacific Oil Company (linked on the Week 3 Assignments page) and thoroughly respond to the case study questions in an essay. Support your interpretation with evidence from the book and other sources. The CSU-Global Library is a good place to find these sources! See the rubric in Course Information for grading details.

1. Describe the problem that Pacific Oil Company faced as it reopened negotiations with Reliant Chemical Company in early 1985.
2. Identify and evaluate the styles and effectiveness of Messrs, Fonatine, Guadin, Hauptmann, and Zinnser as negotiations in this case. Use sources to support your position.
3. What should Frank Kelsey recommend to Jean Fontaine at the end of the case? Why?

Your essay should be a 4-6 pages long and formatted in accordance with the CSU-Global Guide to Writing and APA Requirements.

Option #2: Critical Thinking: Workplace Negotiations (95 points)

For this Critical Thinking Assignment, you are negotiating with your supervisor for a raise and also to work four days per week at 12 hour days. To begin this assignment, answer the following questions (see below). You can use your current income and schedule as the “opponents” BATNA. After you have thoroughly answered the questions, prepare a one- to two-page summary of your findings. How would you gain power in this situation since the supervisor would have legitimate power?

1. What issues are most important to you? (List 5 in order of importance)
2. What is your BATNA? Reservation Price? Target?
3. What are your sources of power?
4. What issues are most important to your opponent? (List 5 in order of importance)
5. What is your opponent’s BATNA? Reservation Price? Target?
6. What are your opponent’s sources of power?
7. What is your opening move/first strategy? Other important information?

Please submit both the question responses and your summary in the same document. The paper should total 4-6 pages and be structured formally following the CSU-Global Guide to Writing and APA Requirements.

Module 4

Portfolio Project Option 2: Portfolio Milestone (worth 30 points of the Portfolio Project)
If you have selected the 2nd Portfolio Project option, then you must submit the negotiations-related topic you plan to address in your final project. Please submit a one-page proposal that briefly discusses the topic and related scenario you plan to explore by the end of Week 4.

Module 5

**CRITICAL THINKING:** Choose one of the following two assignments to complete this week. Do not do both assignments. Identify your assignment choice in the title of your submission.

**Option #1: Critical Thinking: Case 8 Sick Leave (95 points)**

After reading Case 8, Sick Leave (linked on the Week 5 Assignments page), answer the following questions, providing insight and strategies from what you have learned in the course.

- What is this dispute about for Kelly? For Mr. Higashi? In these types of conflicts is a compromise possible?
- How is communication across cultures impacted in this negotiation?
- What are the tangible and intangible factors in this situation? What are the intangible factors in the negotiation? Which are more important, the tangible or intangible factors?

Be sure to answer all of the questions thoroughly and reference course information in a 4-6 page essay. Your analysis should be written in complete sentences. Your paper may be organized with headings, but avoid writing the question, then writing the answer. The paper should be structured formally following the *CSU-Global Guide to Writing and APA Requirements*.

**Option #2: Critical Thinking: Interview on Workplace Conflict/Negotiations (95 points)**

For this Critical Thinking Assignment, you will conduct one interview with someone two generations removed from you regarding his or her views on conflict/negotiations and communication. This person may be related to you (grandparent, great-aunt/great-uncle, or grandchild, for example) or unrelated (family friend or co-worker, for example.), but the interviewee’s age must be separated from yours by at least 40 years. You will submit a written a paper that includes the interview transcript and a one-page comparison/contrast of the views of the person interviewed and your views. In the paper, discuss how the previous generation’s belief in conflict/negotiation differs from today. Finally, highlight a theory that may be new or different today.

The transcript can be written in a Q&A format; however, your comparison should be written in complete sentences. The paper should be structured formally following the *CSU-Global Guide to Writing and APA Requirements* and 4-6 pages long.

**Note:** Any documentation resulting from personal interviews by CSU-Global students are for the sole purposes of fulfilling a course assignment and will not be used as part of a larger study, published, or distributed outside of the course environment.

Module 6

**CRITICAL THINKING:** Choose one of the following two assignments to complete this week. Do not do both assignments. Identify your assignment choice in the title of your submission.

**Option #1: Critical Thinking: Midwestern Contemporary Art Case Study (95 points)**

After reading the Case 6: Midwestern Contemporary Art in your text book, prepare your case analysis based on the following scenario.

You are Peggy Fischer. You want to collect the $5 million pledge from Peter Smith, and previous calls have gone unanswered. Your board wants to sue, but you would like to try some tactics to
pressure the Smiths instead of going through with the lawsuit. You put together the following worksheet to help you plan out your influence tactics.

You can make the following assumptions in preparing this worksheet: a) you are able to reach and communicate with the Smiths, b) you are focusing on what to do now rather than what you could have done to avoid the situation, and c) if the MCA board decides to sue, it will be personally embarrassing to you, with a very public acknowledgment that you could not avoid the scandal of a lawsuit.

1. What were the goals of an original negotiation?
   o Was your original BATNA? What was its value?
   o What are your interests (as opposed to your position)?
   o What are some options for mutual gain?
2. Identify influence tactics: which ones could you use on the Smiths?
3. What power bases do you (as Peggy Fischer) have in regards to each of the Smiths? Explain.
4. How might you (again as Peggy Fischer) draw on your personal network to influence each of the Smiths? Explain.

Your analysis should be 4-6 pages and follow the *CSU-Global Guide to Writing and APA Requirements*.

**Option #2: Critical Thinking: Maintaining Long-Term Professional Relationships (95 points)**

One of the most important aspects of negotiating with someone or a business that you have a long-term and on-going relationship with is maintaining that relationship post-negotiation. Consider the following negotiation:

You are the project manager for a manufacturing company. You have a long-term relationship with a supplier that provides your company with computer chips for your product. There have never been any previous issues, and you and the supplier have had a great relationship. However, with the last shipment, there were defects in 25% of the chips. You need to discuss this issue with the supplier and determine the best solution. Your main concern is not ruining the relationship, but the defects are costly for your organization.

Based on this scenario, brainstorm your answers for the following areas:
1. Goals
2. Trades
3. Alternatives
4. Relationship
5. Expected outcome
6. Consequences of winning or losing
7. Power
8. Possible solutions

After completing the eight areas, prepare a letter to the supplier’s president. Consider the elements above in the letter. Your letter should contain the following:
1. Current issue
2. Your suggestion to solving this issue
3. The outcome you would like to see
4. Time frame
5. Suggest your alternatives and solutions

Your answers to the eight elements can be written in a numbered list; however, your letter should be written in complete sentences and appropriate business letter format. The letter should be 1-2 pages in length and should be structured formally following the *CSU-Global Guide to Writing and APA Requirements*. 
PORTFOLIO PROJECT: You have a choice between two Portfolio Projects. Do not do both projects. Identify your Portfolio Project choice in the title of your document. The milestones in Weeks 2 and 4 apply to either of the following projects.

Option #1: Portfolio Assignment: Developing an Improvement Plan (350 points)

Complete the two questionnaires in your text book (Questionnaire 1 – The Personal Bargaining Inventory and Questionnaire 5 – Communication Competence Scale. The scoring key for Questionnaire 5 can be found below). Upon analysis and evaluation of your responses and within the context of the material you learned in the course, complete a summary paper and improvement plan outlining your findings regarding your own negotiation style. From this you will develop a plan to improve your personal negotiation skills based on the type of negotiator you are (as determined by the questionnaires).

Your paper should be 6-8 pages long. The first section of the paper should consist of a summary of your findings as a result of completing the questionnaires. The second section should consist of your plan to improve your negotiation skills based on the ten best practices and how they relate to your findings. You should include at least five examples of strategies that you think would work well for your own negotiation style. Give your example strategies within the context of a negotiation situation. If you have a specific negotiation experience, you can use this situation. If you don’t, you may formulate a mock negotiation in order to use the different strategies. You may use a different negotiation situation for each strategy or one situation for all strategies.

Communication Competence Scoring Key

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<th>Planning Cognitions</th>
<th>Reflection Cognitions</th>
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<th>Presence Cognitions</th>
<th>Consequence Conditions</th>
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<tr>
<th>Modeling Cognitions</th>
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Explanations of the five cognitions
• **Planning cognitions.** This is ability to anticipate, rehearse and monitor topics of conversation—anticipate the audience, plan what one is going to say in advance, etc. Items

• **Presence cognitions.** This is the awareness of how the other is reacting to a conversation—knowing when to recognize others negative reactions or resistance, change the subject, etc.

• **Modeling cognitions.** This measures the respondent's awareness of contextual variables that provide information about how to interact with the other party—i.e. “sizing up” the environment, paying attention to how other people are reacting and responding, etc.

• **Reflection cognitions.** This measures the tendency for the respondent to reflect upon a communication performance, with the objective being to improve one’s self presentation (e.g. reflecting on what I said, my past performance, what I could have said, etc.)

• **Consequence cognitions.** This measures the respondent’s awareness of the consequences of a communication performance (e.g. thinking about how others might interpret what I have said, understanding the effects of my communication on others, etc.)

Please reference at least five sources in your paper. The CSU-Global Library is a great place to find these sources! Be sure to use spelling and grammar check. The paper should be structured formally, following the *CSU-Global Guide to Writing and APA Requirements*. See the full grading criteria for the project in the Portfolio Project rubric found in the Course Information section.

**Option #2: Portfolio Assignment: Exploring Negotiations (350 points)**

Write about a negotiations-related topic. The purpose of this project is to explore one of the topics that has been discussed in this course in more depth. This will allow you to apply the concepts learned in the course and also to demonstrate your understanding of key negotiation topics. For instance, you might decide to describe and analyze a particular real-life negotiation (Middle East peace negotiations or a major merger and acquisition negotiation, for example) or research any topic of particular interest to you, such as cross-cultural negotiation styles, the importance and impact of nonverbal communication, gender differences, or negotiation styles, for example. You will need to obtain approval of your project topic by the end of Week 4.

The final Portfolio Project should be 6-8 pages in length. This does not include the required cover page and reference page. A cover page, abstract, in-text citations, and a reference page are all required with your submission. In addition, you need to cite a minimum of five scholarly sources. Your paper must be formatted according to the *CSU-Global Guide to Writing and APA Requirements*. See the full grading criteria for the project in the Portfolio Project rubric found in the Course Information section.

**Course Policies**

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<tr>
<th>Course Grading</th>
<th>Grading Scale and Policies</th>
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<tr>
<td>20% Discussion Participation</td>
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<tr>
<td>08% Mastery Exercises</td>
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<tr>
<td>37% Critical Thinking Activities</td>
<td>B+</td>
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<td>35% Final Portfolio Paper</td>
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In-Classroom Policies
For information on late work and incomplete grade policies, please refer to our In-Classroom Student Policies and Guidelines or the Academic Catalog for comprehensive documentation of CSU-Global institutional policies.

Academic Integrity
Students must assume responsibility for maintaining honesty in all work submitted for credit and in any other work designated by the instructor of the course. Academic dishonesty includes cheating, fabrication, facilitating academic dishonesty, plagiarism, reusing/re-purposing your own work (see CSU-Global Guide to Writing and APA Requirements for percentage of repurposed work that can be used in an assignment), unauthorized possession of academic materials, and unauthorized collaboration. The CSU-Global Library provides information on how students can avoid plagiarism by understanding what it is and how to use the Library and Internet resources.

Citing Sources with APA Style
All students are expected to follow the CSU-Global Guide to Writing and APA Requirements when citing in APA (based on the APA Style Manual, 6th edition) for all assignments. For details on CSU-Global APA style, please review the APA resources within the CSU-Global Library under the “APA Guide & Resources” link. A link to this document should also be provided within most assignment descriptions on your course’s Assignments page.

Netiquette
Respect the diversity of opinions among the instructor and classmates and engage with them in a courteous, respectful, and professional manner. All posts and classroom communication must be conducted in accordance with the student code of conduct. Think before you push the Send button. Did you say just what you meant? How will the person on the other end read the words?

Maintain an environment free of harassment, stalking, threats, abuse, insults or humiliation toward the instructor and classmates. This includes, but is not limited to, demeaning written or oral comments of an ethnic, religious, age, disability, sexist (or sexual orientation), or racist nature; and the unwanted sexual advances or intimidations by email, or on discussion boards and other postings within or connected to the online classroom.

If you have concerns about something that has been said, please let your instructor know.