Instructor: Dr. Stephen M. Shrewsbury
Email: shrewsbusm@sfasu.edu
Tel: (936) 468-3103 Department
(936) 468-1576 Office
Office: McGee Business Building (BU) 229G
Office Hours:

<table>
<thead>
<tr>
<th>Day</th>
<th>Office Hours</th>
<th>Class Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>Monday</td>
<td>1:00 p.m. – 2:15 p.m.</td>
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<td>3:45 p.m. – 5:00 p.m.</td>
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<tr>
<td>Tuesday</td>
<td>3:30 p.m. – 5:00 p.m.</td>
<td>2:00 p.m. – 3:15 p.m.</td>
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<tr>
<td>Wednesday</td>
<td>9:30 a.m. – 11:30 a.m.</td>
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<td></td>
<td>1:00 p.m. – 2:15 p.m.</td>
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<td>4:00 p.m. – 5:00 p.m.</td>
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<tr>
<td>Thursday</td>
<td>3:30 p.m. – 5:00 p.m.</td>
<td>2:00 p.m. – 3:15 p.m.</td>
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</tbody>
</table>

Other Times: By Appointment

Department/School: Business Communication & Legal Studies/Rusche College of Business

Class meeting time and place: Tue./Thurs. 2:00 p.m. – 3:15 p.m. McGee Business Bldg. (BUSI) 464 and https://d2l.sfasu.edu/.

Course Description:
A study of negotiation theories and skills applicable to internal and external business transactions. Conflict analysis in domestic, international, and cross-cultural settings will be addressed. Dispute resolution methods, resolution systems, social and ethical issues, and trends will be examined.

Program Learning Outcomes:
Program learning outcomes define the knowledge, skills, and abilities students are expected to demonstrate upon completion of an academic program. These learning outcomes are regularly assessed to determine student learning and to evaluate overall program effectiveness. You may access the program learning outcomes for your major and particular courses at http://www.sfasu.edu/cob/grad-plo.asp

Learning Objectives: Upon completion of the course, the student should be able to:
1. Understand and distinguish the different theories of negotiation paradigms, including negotiation as a process, creating and maximizing “value”, and distributive-integrative-mixed bargaining.
2. Recognize negotiation styles and techniques and acquire and apply skills toward collaborative, interest-based negotiation problem solving.
3. Identify and diagnose the multitude and sources of conflict in the business environment and evaluate conflict as constructive or destructive.
4. Compare and analyze the various mechanisms of dispute resolution for business conflict.
5. Evaluate and apply each of the processes of alternate dispute resolution to specific and varied business scenarios.
6. Understand and demonstrate how the dispute resolution methods apply in international and cross-cultural conflict administration.
7. Identify and analyze social and ethical issues in conflict resolution.
8. Design and implement dispute resolution systems to effectively address internal and external conflicts that arise in business planning and operations.

**Required Textbooks and Other Materials:**


(2) Negotiation exercises and Harvard Program on Negotiation role simulation exercises

(3) Handouts, such as text information, articles, and forms will be provided during the course.

**Topics/Components:**
Class sessions will be a combination of lecture, discussion, role simulation, and work-session activities incident to these major topics: (See Class Schedule for Details)

- Nature of Conflict and Diagnosis, including Personality and Conflict Style Diagnosis
- Nature of Negotiation
- Negotiation Styles and Models
- Negotiation Strategy, Planning, and Tactics of Distributive Bargaining
- Integrative Negotiation Strategy, Planning, and Tactics
- Negotiation Leverage and Power and Influence
- Agents, Teams, and Coalitions in Negotiation
- Ethics in Negotiation
- Cross-Cultural and Global Negotiation
- Alternate Dispute Resolution Methods
- ADR Systems and Design in Business

**COURSE REQUIREMENTS:**

**Course Study Time Requirements:** A minimum six (6) hours of outside classroom work beyond the base are needed for research/drafting and preparing for quizzes, exams, group research reports, and group presentations.

**Evaluation:** Grading in this course will be based on 560 total points. Students will be evaluated based on individual and group participation in several negotiation/dispute resolution exercises, that include planning preparation and evaluation documents (160 points). There will also be three multiple-choice examinations on the assigned textbook chapters (300 points). The final exam will consist of planning and execution of an international negotiation exercise, along with associated documents (100 points).

<table>
<thead>
<tr>
<th>I.</th>
<th>Exam No.1 Chs. 1-4</th>
<th>100 points</th>
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<tbody>
<tr>
<td>II.</td>
<td>Exam No.2 Chs. 5-8</td>
<td>100 points</td>
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<tr>
<td>III.</td>
<td>Exam No.3 Chs. 10-11, 13, 16, 20</td>
<td>100 points</td>
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<tr>
<td>IV.</td>
<td>Assigned Simulations</td>
<td>260 points</td>
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<td>V.</td>
<td>Final Exam Simulation</td>
<td>100 points</td>
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**Total Points** 660 points

**Examinations:** (400 Total Points). There will be four (4) exams during the semester. Each will cover the designated text material (including any designated cases and readings). The first three exams will be worth
the designated points and will consist of true-false and multiple choice questions. Certain exams will also have pre-announced short-answer, essay and/or diagram questions as well. Each student is responsible on every exam for all material covered in class and readings assigned outside of class. The final exam will consist of preparation and execution of a negotiation exercise, along with evaluation of planning and evaluation documents.

Students are responsible on every exam for all material covered in class and all reading assigned outside of class. All examinations are a major part of the course work upon which a large part of your grade depends. **Missed exams will only be excused and allowed to be made up for university-excused absences or for extreme emergencies that justify missing the exam.** What constitutes an extreme emergency is within the discretion of the instructor. Any excused exams must be scheduled for make up within two (2) days of the missed exam or the emergency has resolved itself, or students missing the exam will receive a point value of zero (0) for the missed exam. It is entirely the student’s responsibility to make arrangements with me to take the missed exam. If you have a conflict with another university event or a university excused absence, you must contact me well in advance of the examination. In case of an extreme emergency that prevents you from taking an exam, contact me before the scheduled examination if at all possible. If it is not possible to contact me before the exam, contact me as soon as possible after the emergency is resolved. Failure to do so may result in an examination grade of zero. Other than extreme and unexpected emergencies, there are no exemptions for the final examination and no changes in taking the final examination. Check the final exam time. If the final exam time is a problem, you need to drop this course. Possession of a cell phone or other electronic communication device during an exam will result in an examination grade of zero (0). **Never take an exam or graded answer sheet out of the classroom.** This will result in an automatic zero (0) on the exam. **Unless otherwise instructed, you will need a Scantron Form 882 for the in-class exams. All Scantron Forms are available at the respective bookstores on or around the SFA campus.**

**Late arrivals:** No one will be admitted to an exam after the first exam has been turned in. If you are not present at that point, you will receive a grade of zero (0) for that exam. No one will be permitted to re-enter the room once they leave for any reason (i.e. no leaving in the middle of the exam to go to the bathroom, etc.).

**Negotiation/ADR Role Simulations:** (160 Total Points)

A portion of the final grade will be based on the student’s participation in three (3) negotiation skill development, and mediation and arbitration role simulations. Simulation materials are confidential and may not be shared with other class members before the simulation. Prior to each simulation, each student will complete a preparation sheet to be delivered to the instructor at the end of the simulation. After each simulation, each student will complete a written report on the session, which must be turned in to the instructor with any other requested documentation related to the simulation. There will be a debriefing session in which students may disclose secret information and instructions and will be expected to share information about the preparation, conduct, outcome, and evaluation of the simulation.

The criteria for assessing points on the simulations will be (1) completeness of the preparation sheet and applications of course materials in preparation; (2) participation in and the results of the simulation (e.g., terms reached if agreement or last offers if impasse, and analysis of the result); (3) how situations, issues, techniques, and tactics arose in the session and were identified, analyzed, and dealt with; (4) the student’s reflection on and evaluation of his/her activities in the simulation in terms of application of course concepts, skills, and learning objectives; and (5) a required confidential evaluation (for and maintained by the instructor only) by each student of the other participant(s) in each simulation. Completion of the preparation sheet and Evaluation sheet are required to receive points for a simulation.
**Attendance Policy, Class Participation, and Bonus Points:**

A. This is a skills course in addition to the scholarly study. Attendance will be taken for every class. Class participation is essential. Many class session include a skill set assignment. You should not take this course if you cannot commit to timely and full attendance and participation in every class. Some of these skill exercises will require small deliverables which will be part of the total points for participation. Each student is expected to arrive on time, be prepared for class, and actively participate. The student should make the effort to advise the instructor of medical or other difficulties that require instructor attention to properly evaluate attendance, classroom participation, exams, and written assignments. Any student who misses a class (for any reason) remains responsible for contacting other students and the instructor to obtain class notes, handouts, etc. If a student is absent (for any reason) on a date when an assigned writing is due to be submitted, the student remains responsible to make arrangements to submit the written work on time. [Note: there is no way to make up the points for a missed role simulation, video, exercise, or case study]

B. Class attendance is a vital part of the learning process in this course of study. You are expected to attend class, arriving on time, and fully participating in class discussions. I teach using a Socratic method of asking questions and actively discussing with students. I will use name tents to call on students and assist in learning names. After the second class period, students will sit in the same seat in the classroom for this purpose.

C. I will have sign-in sheets at the front of the class. It is your responsibility to make sure you sign in. If you are present when class begins but leave class early it will be marked as an absence. Additionally, I will double check all student attendance for all dates for which there are group presentations. For each presentation by other student groups that you miss, you will receive a deduction from your own presentation score of 5 points, up to a maximum of 20 points.

D. Do not sign-in for someone who is absent. I will be checking the signatures on the sign-in sheets for irregularities. If I determine that you have had someone else sign-in for you, I will consider this to be academic dishonesty and will take appropriate measures under the SFA academic dishonesty policy, up to and including failing you in the course.

E. **Good Attendance Bonus!** Students with no (zero) class absences will receive 10 bonus points. Students with one absence will be awarded five (5) bonus points.

F. **Poor Attendance Penalty - WARNING:** Students with four or more class absences will receive a deduction of 10% of their total final earned grade points. For example, if a student earns a total of 492 grade points in the class, then the students final grade would be reduced by 49.2 points (10% x 492), and the students final point total would be 492 – 49.2 = 442.8. **Students with more than six absences will automatically receive a failing grade (F) for the course.**

G. **Participation Bonus Points** - I will also award up to forty (40) additional bonus points based on my assessment of each student’s overall participation in class and during ungraded exercises. This includes your preparedness for class, attention during class (e.g. not sleeping, being distracted, etc.), the relevance of your questions/comments, as well as your responses to my questions to you. Bonus points are in addition to a student’s total grade points. **WARNING!** Students with five (5) or six (6) absences cannot receive more than 10 participation bonus points. **Please note that participation bonus points are awarded starting from zero and going up.**

H. **Course Evaluation Bonus Points:** Students will be awarded five (5) additional participation points for completing the online course/instructor evaluation at the end of the semester.
**Extra Credit - Course Evaluation:** Students will be awarded five (5) additional participation points for completing the online course/instructor evaluation at the end of the semester.

**Grading:** Grades will be determined on the following scale, based on percentage ratio of student’s total accumulated points to the total possible (550) points for the course. Decimals are rounded up to the nearest whole number for determining the final grade (e.g., .794 or 79.4% = 80% and would be a B letter grade; .788 or 78.8% = 79% and would be a C letter grade).

<table>
<thead>
<tr>
<th>Scale</th>
<th>Example</th>
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<tbody>
<tr>
<td>90-100%</td>
<td>A</td>
</tr>
<tr>
<td>80-89%</td>
<td>B</td>
</tr>
<tr>
<td>70-79%</td>
<td>C</td>
</tr>
<tr>
<td>60-69%</td>
<td>D</td>
</tr>
<tr>
<td>Below 60%</td>
<td>F</td>
</tr>
</tbody>
</table>

**Example:**
- 174 points Negotiation Experiments
- 335 points Exams
- 509 Total Accumulated Points

\[ \frac{509}{660} = .77 = \text{C Letter Grade} \]

But consider: 30 additional bonus points
\[ \frac{439}{660} = .816 = \text{B Letter Grade} \]

**Note:** Because of numerous bonus point opportunities in this class, I do not round grades up to the next higher grade.

**Medical and Other Serious Problems** - Please take time and make the effort to advise me if you have difficulties which require my attention to properly evaluate your classroom participation and activities.

**Late Instructor:** Every effort is made by me to be in the classroom when the class is scheduled to begin. Students will be advised ahead of time if class is delayed or is not going to be held (and this would be extremely rare). Students are expected to wait 15 minutes for the instructor before leaving the class for failure to appear at the beginning of the scheduled time for class.

**Late Work:** I do not accept late work. Everything in the class will be due at a specific date/time, and must be turned in by that date and time and in the method required. Any work that is not handed in properly will receive a zero.

**Student Academic Dishonesty (4.I):**
Abiding by university policy on academic integrity is a responsibility of all university faculty and students.

**Definition of Academic Dishonesty**
Academic dishonesty includes both cheating and plagiarism. Cheating includes, but is not limited to (1) using or attempting to use unauthorized materials on any assignment or exam; (2) falsifying or inventing of any information, including citations, on an assigned exercise; and/or (3) helping or attempting to help another in an act of cheating or plagiarism. Plagiarism is presenting the words or ideas of another person as if they were one’s own. Examples of plagiarism include, but are not limited to (1) submitting an assignment as if it were one’s own work when is at least partly the work of another person; (2) submitting a work that has been purchased or otherwise obtained from the Internet or another source; and/or (3) incorporating the words or ideas of an author into one’s paper without giving the author credit. Penalties may include, but are not limited to reprimand, no credit for the assignment or exam, re-submission of the work, make-up exam, failure of the course, or expulsion from the university. Please read the complete policy at [http://www.sfasu.edu/policies/student_academic_dishonesty.pdf](http://www.sfasu.edu/policies/student_academic_dishonesty.pdf)

**Course Grades (University Policy 5.5):**

5
At the discretion of the instructor of record and with the approval of the academic unit head, a grade of WH will be assigned only if the student cannot complete the course work because of unavoidable circumstances. Students must complete the work within one calendar year from the end of the semester in which they receive a WH, or the grade automatically becomes an F, except as allowed through policy related to active military service. If students register for the same course in future semesters, the WH will automatically become an F and will be counted as a repeated course for the purpose of computing the grade point average. Please refer to the complete policy at http://www.sfasu.edu/policies/course-grades.pdf.

Students with Disabilities:
To obtain disability related accommodations, alternate formats and/or auxiliary aids, students with disabilities must contact the Office of Disability Services (ODS), Room 325 in the Human Services Building, 468-3004/468-1004 (TDD) as early as possible in the semester. Once verified, ODS will notify the course instructor and outline the accommodation and/or auxiliary aids to be provided. Failure to request services in a timely manner may delay your accommodations. For additional information, go to http://www.sfasu.edu/disabilityservices/.

Student Conduct (University Policy 10.4)
Classroom behavior should not interfere with the instructor’s ability to conduct the class or the ability of other students to learn from the instructional program (see the full Student Conduct Code at http://www.sfasu.edu/policies/student-conduct-code.pdf.) Unacceptable or disruptive behavior will not be tolerated. Students who disrupt the learning environment may be asked to leave class and may be subject to judicial, academic, or other penalties. This prohibition applies to all instructional forums, including electronic, classroom, labs, discussion groups, field trips, etc. The instructor shall have full discretion over what behavior is appropriate/inappropriate in the classroom. Students who do not attend class regularly or who perform poorly on class projects/exams may be referred to the iCare Early Alert Program. This program provides students with recommendations for resources or other assistance that is available to help SFA students succeed.

In The Arena

“It is not the critic who counts, not the man who points out where the strong stumbled, or how the doer could have done better. The credit belongs to the man who is in the arena, his face marred by dust and sweat and blood, who strives valiantly, who errs and falls short again and again: there is no effort without error. But he who tries, who knows the great enthusiasms, the great devotions, who spends himself in a worthy cause, at best knows the triumph of achievement, and at worst, fails while daring. His place shall never be with those cold and timid souls who know neither victory nor defeat.”

--Theodore Roosevelt

STEPHEN F. AUSTIN STATE UNIVERSITY
TRADITION – SCHOLARSHIP – INDEPENDENT THINKING

GBU 400-020

Fall 2019

CLASS SCHEDULE (TENTATIVE)

<table>
<thead>
<tr>
<th>Date</th>
<th>Day</th>
<th>Component/Topic</th>
<th>Resources/References</th>
</tr>
</thead>
<tbody>
<tr>
<td>Aug. 27</td>
<td>Tues.</td>
<td>Introduction</td>
<td>Instructor and Course/Syllabus/Class Schedule</td>
</tr>
<tr>
<td>Aug. 27</td>
<td></td>
<td>Negotiation Exercise</td>
<td>The Problem of the Fax</td>
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<tr>
<td></td>
<td></td>
<td>Chap. 1 – The Nature of Negotiation</td>
<td>Lewicki, Chapter 1</td>
</tr>
<tr>
<td>Date</td>
<td>Day</td>
<td>Topic</td>
<td>Reading Material</td>
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| Aug. 29   | Thurs.  | Chap. 1 cont.  
Chap. 2 – Distributive Bargaining  
Discuss Self-Assessment assignment | Lewicki, Chapter 2  
Personality Assessment Quiz |
| Sept. 3   | Tues.   | Review Self-Assessment results  
Chap. 2 – Distributive Bargaining | Lewicki, Chapter 2 |
| Sept. 5   | Thurs.  | Negotiation Exercise  
Integrative Negotiation | House Sale  
Lewicki, Chapter 3 |
| Sept. 10  | Tues.   | Integrative Negotiation  
Negotiation Exercise | Lewicki, Chapter 3  
Labor Negotiation |
| Sept. 12  | Thurs.  | The Planning Process  
Negotiation Planning Assignment | Lewicki, Chapter 4  
Teacher Union Negotiation |
| Sept. 17  | Tues.   | Exam #1 | Chapters 1-4 |
| Sept. 19  | Thurs.  | Negotiation Ethics | Lewicki, Chapter 5  
Turn in Planning Assignment (40 pts.)** |
| Sept. 24  | Tues.   | Negotiation Exercise  
Perception, Cognition, Emotion | Camry Car Sale  
Lewicki, Chapter 6 |
| Sept. 26  | Thurs.  | Communication | Lewicki, Chapter 7 |
| Oct. 1    | Tues.   | Negotiation Exercise  
Negotiation Power | Fax Machine Problem  
Lewicki, Chapter 8 |
| Oct. 8    | Tues.   | Exam #2 | Chapters 5-8 |
| Oct. 10   | Thurs.  | Relationships in Negotiation | Lewicki, Chapter 10 |
| Oct. 15   | Tues.   | Negotiation Exercise  
Agents, Constituents, Audiences | Funeral Home Negotiation  
Lewicki, Chapter 11 |
| Oct. 17   | Thurs.  | Multiple Parties, Groups, and Teams in Negotiation | Lewicki, Chapter 13 |
| Oct. 22   | Tues.   | Negotiation Exercise  
International Cross-Cultural Negotiation | Architectural Design Firm (3-Party Negotiation)  
Lewicki, Chapter 16 |
| Oct. 24   | Thurs.  | Negotiation Simulation | Journey to Sharahad (60 pts.)** |
| Oct. 29   | Tues.   | Best Practices in Negotiations | Lewicki, Chapter 20 |
| Oct. 31   | Thurs.  | Mediation and Arbitration Lecture | Handouts |
| Nov. 5 | Tues. | Exam #3 | Chapters 10, 11, 14, 16, 20 |
| Nov. 12 | Tues. | Mediation Demonstration | --Mediators at Work – Breach of Warranty Harvard Program on Negotiation Video |
| Nov. 14 | Thurs. | Arb-Med Preparation and Flextime | Handouts |
| Nov. 19 | | Arb-Med Role Simulation – Arbitration | Tucker Graphics H.O. (60 pts.)** Tucker Graphics |
| Nov. 21 | | Arb-Med Role Simulation – Mediation | Tucker Graphics |
| Nov. 25 -29 | | Thanksgiving Break | No Classes |
| Dec. 3 | | Final Exam prep - Bakra Beverage | Bakra Beverage Handouts |
| Dec. 5 | | Negotiation Simulation | Bakra Beverage (100 pts.)** |
| Dec. XX | | Final Exam period | Turn in Bakra Beverage Plan and Self-Evaluation; Discuss outcomes |

**Requires written work product to be turned in to instructor for grade points