



**The University of Hong Kong  
Faculty of Business and Economics  
School of Business**

**BUSI2811: Negotiation and Conflict Resolution  
Syllabus  
Fall 2016**

**Instructor:** Dr. Grace Xie  
**Office:** KKL1309  
**Office hours:** By appointment  
**Office phone:** 3917-5825  
**Email:** grxxi@hku.hk

**Teaching Assistant:** Ms. Joanna Chan  
**Office:** KKL609  
**Office hours:** By appointment  
**Office phone:** 3917-1688  
**Email:** joannasw@hku.hk

## **I. Purpose**

Conflict and Negotiation are two common and integrated forms of business interaction. Disagreement in ideas and goals, scarcity of resources, and incompatibility in personality are typical causes of conflicts at work. Negotiation is the most predominant forms of communication in resolving conflictual ideas, goals, and offerings (as in business transactions and disputes). Individuals are involved in various forms of negotiation with superiors, sub-ordinates, customers, clients, team members, friends and family members on a daily basis. Effective negotiation and conflict resolution skills increase task efficiency, joint gain, and enhance business relationship, whereas a lack of those skills results in leaving money and opportunities at the table.

As one of the top business programs in Asia, offering a negotiation and conflict resolution class to our undergraduate and postgraduate student complements their academic study in the Business related disciplines as well as increases their competitiveness in the professional life.

## **II. COURSE DESCRIPTION AND OBJECTIVES**

This course aims at providing a systematic introduction of concepts, theories and practices, with a focus on equipping students with toolkits of handling conflict and negotiation. The course content is composed of two intimately related parts. The beginning part introduces the nature and types of

conflict, mechanism of conflict escalation and de-escalation, and conflict resolution styles. The rest of the class sessions discuss the characteristics of interest-based negotiation and negotiation strategies. Specifically, students will learn strategies to avoid various cognitive biases in conflict situations and negotiation, the building blocks of negotiation, the differences of distributive versus value-creating negotiation approaches, the strategies of achieving integrative outcomes, building trust and controlling emotions, utilizing power and persuasion, the importance of non-verbal communication in gaining information and negotiation ethics. Some topics may also be covered in the context of cross-cultural negotiation to cater to the need of today's international business environment.

Teaching and learning tools include lectures, class readings, case studies, class discussions, negotiation simulations, presentations, and various types of assessment.

Students in this class are expected to be prepared for class discussions regarding readings, cases and negotiation simulations; ask questions and participate in class activities. A successful learning experience depends on contributions from both the instructor and the students. Full and active participation is critical for achieving the optimal learning outcome.

### III. COURSE MATERIALS:

#### 1) Required textbook:

Thompson, L. L. (2012). *The mind and heart of the negotiator*. Upper Saddle River: Prentice Hall.

2) Cases and Negotiation simulation materials come from ACRC, Harvard Business Review, and Kellogg Business School DRRC negotiation exercise materials. **Each student will need to pay HK\$25 for each DRRC negotiation simulation assigned in class. Approximately 5 DRRC simulations will be used throughout the semester. Cash payment will be collected from each student by the instructor at the end of the semester.**

#### 3) Recommended readings:

Brett, J. M. (2001). *Negotiating globally: How to negotiate deals, resolve disputes, and make decisions across cultural boundaries*. San Francisco: Jossey-Bass.

Fisher, R., Ury, W.L., & Patton, B. (1991). *Getting to Yes: Negotiating an Agreement without Giving in*. Boston: Houghton Mifflin.

Pruitt, D., Rubin, J., & Kim, S. H. (2004). *Social conflict: Escalation, stalemate, and settlement*. McGraw-Hill.

Raiffa, H. (1982). *The art and science of negotiation*. Cambridge: Harvard University Press.

### IV. INTENDED COURSE LEARNING OUTCOMES (CLOs)

Through applying and integrating knowledge acquired from the above teaching and learning tools, students are expected to achieve the following ***Learning Outcomes***:

***CLO1.*** Be familiar with the basic concepts, theories and practices of negotiation and conflict resolution.

***CLO2.*** Understand the mechanism of creating values and achieving integrative negotiation outcomes.

***CLO3.*** Know how to systematically prepare a negotiation with proper and strategic information collection regarding self, other(s), and negotiation situations.

***CLO4.*** Understand the importance of and the ability of using communication and information exchange in conflict and negotiation contexts.

***CLO5.*** Be equipped with the toolkits of negotiation strategies that result in achieving goals without jeopardizing relationships.

***CLO6.*** A global outlook with comfort and competence in handling conflicts with employers, colleagues, customer, business partners, and clients from different cultural/country backgrounds.

## V. ALIGNMENTS OF INTENDED PROGRAM & COURSE LEARNING OUTCOMES

<b>Program Learning Outcomes</b>	<b>CLOs</b>
1. Acquisition and internalization of knowledge and skills in key functional areas	1, 2, 3, 4, 5, & 6
2. Application and integration of business knowledge	2, 3, 4, & 5
3. Inculcating professionalism and leadership	2, 3, & 5
4. Developing global outlook	6
5. Mastering communication skills	2 & 6

## VI. ASSESSMENT

Mid-Term Exam	30%
Negotiation Simulation Planning and Analysis (Group)	30%
Individual Negotiation Retrospection	20%
Class Participation (Including Negotiation Case Sharing)	20%
Total	100%

**1. Mid-Term.** One mid-term in-class closed-book exam will be held for the purpose of assessing your knowledge obtained in class. The exam contains multiple choices and short answer questions. The exam is worth 30% of your course grade.

*Focus: CLO1*

**2. Negotiation planning and post negotiation analysis.** In this class, you will provide a systematic planning with a group of student on a negotiation task, conduct the negotiation, and analyze the performance of each party after the negotiation. This is a group paper. Pre-negotiation planning will be turned in separately from post negotiation analysis. This assignment is worth 30% of your course grade, with pre-negotiation planning counts 15% of the grade and post-negotiation analysis 15%.

*Focus: CLO2, 3, 4, 5, & 6*

**3 & 4. Individual negotiation retrospection.** You will conduct many negotiations under various business contexts, a transactional negotiation with one of your potential business partner. At the end of the semester, you will need to do retrospection on your negotiation performance. Summarize your strength and weakness as based on the concepts and strategies learned in class. You need to submit a written retrospection and be prepared to share your thoughts in class. The written report is worth 20% of your course grade.

*Focus: CLO3, 4, 5, & 6*

**5. Class participation.** All class members are expected to read the materials (readings or cases) assigned for each class meeting. Participants need to contribute to the class discussion throughout the term. Share with the class your ideas, viewpoints, and experiences. Ask and answer questions. Present results of cases analysis.

**Negotiation Case Sharing:** Starting from the third week of class, one or two group(s) of class members will share with the class an assigned negotiation case each week. This assignment is for the purpose of enriching class members' repertoire of negotiation knowledge by researching on and learning from the real cases. You need to report on the history, current status, key parties, major problems, strategies used, and important milestones of the negotiation case. Present the case to the class in a 10-minute time period.

The quality and quantity of your discussion participation throughout the term is worth 20% of your course grade.

*Focus: CLO1, 2, 3, 4, 5 & 6*

Please note: Detailed instructions for assignments will be distributed in class on the days when these tasks are assigned.

## VII. COURSE GRADING CRITERIA

Grade	Course Grade Descriptor
A+, A, A-	Strong evidence of superb ability to fulfill the intended learning outcomes of the course at all levels of learning: describe, apply, evaluate and synthesis.
B+, B, B-	Strong evidence of ability to fulfill the intended learning outcomes of the course at all levels of learning: describe, apply, evaluate and synthesis.
C+, C, C-	Evidence of adequate ability to fulfill the intended learning outcomes of the course at low levels of learning; such as describe and apply, but not at high levels of learning such as evaluate and synthesis.
D+, D	Evidence of basic familiarity with the subject.
F	Little evidence of basic familiarity with the subject.

**Grading Scale for Final Course Grade:**

97-100%	A+	77-79.99%	C+
93-96.99%	A	73-76.99%	C
90-92.99%	A-	70-72.99%	C-
87-89.99%	B+	67-69.99%	D+
83-86.99%	B	63-66.99%	D
80-82.99%	B-	60-62.99%	D-
		0-59.99%	F

### VIII. STUDY LOAD

Course Teaching and Learning Activities	Expected Contact hour	Study Load (% of study)
T&L1. Interactive lectures	33	33%
T&L2. Group project, case analysis and homework	33	33%
T&L3. Self study	34	34%
Total	100	100%

### IX. COURSE POLICIES AND PROCEDURES

**Attendance:** Attendance and participation are vital if you are to do well in this course and enhance your effective business communication skills. Students who miss THREE classes without legitimate documentations will receive a warning letter from the faculty. Not meeting attendance requirement may result in a failure for this course.

Four legitimate excuses for missing class: illness, religious observance, participation in University activities at the request of the University authorities, or compelling circumstances beyond the student's control. Written documentations will not be accepted after the 7<sup>th</sup> calendar day after the due day, at which time the lateness/absence will be considered unexcused. In the case of an emergency, you are responsible for contacting your instructor as soon as possible.

**Late Assignment Policy:** For any written assignment, for every calendar day that the assignment is late, 20% of the assignment grade (e.g., lose 6 points for a 30-point assignment) will be deducted. Except for document-supported illness or other emergencies, any student expecting to miss a course deadline must have the approval from instructor *prior to* the assignment due date. Failure to turn in an assignment on time without explicit exemption by the instructor may result in a grade of ZERO for the assignment. Make up exam will only be granted to those students with legitimate excuses deemed by the instructor with supporting evidence.

**Academic Integrity:** plagiarism in assigned work will result in a score of zero in that assignment, and a potential failure of the entire course. Academic dishonesty includes, but is not limited to: quoting scholarly materials without acknowledgement; and turning in work completed by another person but represented to be your own.

**Accommodations for Students with Disabilities:** Appropriate academic accommodations will be provided to students with documented disabilities. Please provide the official documentation by the

end of the second week of class. Academic accommodations will not be provided without official documentation.

**Tentative Schedule**

*ANY NECESSARY CHANGES WILL BE ANNOUNCED AND A REVISED SCHEDULE DISTRIBUTED*

<b>DATE</b>	<b>TOPICS</b>	<b>READINGS* and ASSIGNMENTS</b>
<b>WEEK 1</b>		
	Course introduction.	<b>Syllabus</b>
	Overview of topics in negotiation and conflict resolution.  Conflict escalation and de-escalation; Conflict management styles: Cooperative and competitive styles.	
<b>WEEK 2</b>		
	Building blocks of negotiation.	<b>Read: Thompson Cp. 1</b>
	Building blocks of negotiation.	<i>Negotiation Simulation 1: Buyer-Seller Negotiation</i>
<b>WEEK 3</b>		
	Distributive negotiations.	
	Distributive negotiations.	<i>Negotiation Simulation 2: Coffee Contract</i>  <i>Group Case Sharing 1</i>
<b>WEEK 4</b>		
	Integrative negotiations.	
	Integrative negotiations.	
<b>WEEK 5</b>		
	The Getting to Yes approach.	<b>Read: Thompson Cp. 2 &amp; 3</b>

	The Getting to Yes approach.	<i>Group Case Sharing 2</i> <i>Negotiation Simulation 3: Commodity Broker</i>
<b>WEEK 6</b>		
	Simulation Analysis	
<b>WEEK 7</b>		
	<b>Reading Week.</b>	
	<b>Reading Week.</b>	
<b>WEEK 8</b>		
	Biases and Framing	<b>Read: Thompson Cp. 4</b> <i>Group Case Sharing 3</i>
	Cross-Cultural Negotiation	<b>Read: Thompson Cp. 5</b> <i>Group Case Sharing 4</i>
<b>WEEK 9</b>		
	<i>Review Day.</i>	
	<b>Mid-Term Exam.</b>	
<b>WEEK 10</b>		
	Negotiation Simulation Preparation.	<i>Group Case Sharing 5</i>
	Cross-Cultural Negotiation Simulation.	<i>Negotiation Simulation 4: How Universal: Negotiation in China</i>  <i>Assign Pre-Negotiation Planning</i>  <b>Read: Thompson Cp. 10</b>
<b>WEEK 11</b>		
	Cross-Cultural Negotiation Simulation	<i>Group Case Sharing 6</i>

	Discussion.	
	Negotiation Simulation.	<b><i>Pre-Negotiation Planning Due;</i></b>  <b><i>Negotiation Simulation 5: Abhas-Bussan Exercise</i></b>  <b><i>Group Case Sharing 7</i></b>
<b>WEEK 12</b>		
	Trust.	<b><i>Group Case Sharing 8</i></b>
	Power and Persuasion.	<b>Read: Thompson Cp. 6</b>  <b><i>Group Case Sharing 9</i></b>
<b>WEEK 13</b>		
	Third Party – Mediation and Arbitration.	<b>Read: Thompson Cp. 7</b>  <b><i>Group Case Sharing 10</i></b>
	Negotiation Ethics and Job Negotiation.	<b>Read: Thompson Cp. 8</b>  <b>Read: Thompson Append. 3,4</b>
<b>WEEK 14</b>		
	Class wrap-up.	<b><i>Post-Negotiation Analysis Due on Dec. 1 in KKL 13<sup>th</sup> fl. BUSI2811 assignment box.</i></b>  <b><i>Written Negotiation Retrospection Due on Dec. 7 in KKL 13<sup>th</sup> fl. BUSI2811 assignment box.</i></b>