PEPPERDINE UNIVERSITY
THE GEORGE L. GRAZIADIO
GRADUATE SCHOOL OF BUSINESS AND MANAGEMENT

DR. JOHN C. TOBIN

MBA 684.45

BUSINESS NEGOTIATION
AND THE RESOLUTION
OF CONFLICT

SYLLABUS

WEEKENDS @ PEPPERDINE'S ORANGE COUNTY CAMPUS

FRIDAY 6:00 P.M. 10:00 P.M. SATURDAY 8:00 A.M. 5:00 P.M.

CALENDAR

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Business Negotiation and the Resolution of Conflict
Dear Students:

This letter is being addressed to those students who have already registered for the course and for those who are on the waiting list. Enclosed you will find the Syllabus as well as the Assignment for the first and second weekends, so that you hit the ground running. Please be prepared, for from the first night, we will be deeply involved in a general review of negotiation process. To participate, and participation is a must, you will have had to completely review the text, reading and exercise materials.

You will also notice that on Saturday, there is also great deal of reading that will have to have been done prior to coming to class. You must be prepared to participate in the exercises that take place on Saturday. Therefore, if you are a registered student, it is important that you take seriously the reading assignment in the Syllabus and be fully prepared to participate.

If you are on the waiting list, let me caution that you will need to have access to the materials, and to have completed the readings for the full weekend. You could do this by making arrangements with one of the registered students to have access to their material or you could simply buy the text materials in the hopes that you will get in the class and if you do not, presumably you could use them the next time the class is taught by myself.

If you cannot be fully prepared to participate in the weekend class and you are on the waiting list, then I recommend that you do not attempt to get into the class in the event of an opening. Frankly, I don’t believe a student in that circumstance will have the full opportunity to obtain the best grade possible because that student will be unable to fully participate in the first 20% of the course.

Finally, please note that, unless otherwise stated, all opinions expressed during the class are those of the instructor, and do not reflect the policy or procedure of any element of the government of the United States of America.

Sincerely yours,
BUSINESS NEGOTIATION AND
THE RESOLUTION OF CONFLICT
MBA 684.45

Day/Class time:

Location: PEPPERDINE ORANGE COUNTY CENTER

Professor's Name: JOHN C. TOBIN, ALJ

Office Address: SSA-OHA-LA(W)
OFFICE OF HEARINGS AND APPEALS
11,000 WISLHIRE BLVD. STE 8200
LOS ANGELES, CA 90024

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E-Mail Address: jtobin@pepperdine.edu
Fax #: (562) 439-8611
Home Phone: not available

Friday 6:00 p.m. - 10:00 p.m. Saturday 8:00 a.m. - 5:00 p.m.

Course Description: This course addresses the dynamics of conflict, including techniques for its avoidance as well as alternative avenues of resolution should it occur. Communication and decision making will be studied, with attention to various methods of resolving disputes other than traditional litigation. Students will identify useful negotiation and conflict avoidance procedures, and implement them in practical exercises. Class discussion, simulation, role playing and research methods will be used as part of understanding how the various procedures apply. Students will negotiate, mediate, arbitrate, and argue issues in a variety of circumstances including the litigation environment. Please be forewarned that I draw most of my real-world examples from my 15 years as an insolvency law specialist, bankruptcy trustee, and federal court mediator.
Course Objectives: This course represents an effort to explore the major concepts of bargaining and negotiation through the realization of two objectives. The first objective is to understand the theory, psychology dynamics of both intergroup conflict and its resolution. The second objective will be to help students develop the sophistication to analyze bargaining and conflict relationships, and to learn about their own individual "bargaining styles." This learning process will be assisted through class discussion and self-assessment.

It is key to the undertaking of this course that each of its students be committed to both of these goals.
The student should be committed to focusing on an intellectual analysis of bargaining problems, even if the applicability of those ideas is not readily clear. Furthermore, a student should be committed to actively participate in the simulations, be willing to have others constructively critique his/her behavior, and be willing to learn from the feedback as well as the behavior of others in the course.

While these will not be easy tasks, our overarching goal is to help the student effectively integrate these experiential and intellectual learning components. On a more focused level, the student will find the course relevant to a broad spectrum of bargaining "problems" that are traditionally faced by the Manager.

**Texts and Course Materials:**

**NOTE - NEW EDITIONS OF TEXTS:**


**Student Work Requirements:**

Class Preparation and Participation: This course will require that students come prepared to class. There are two forms of preparation: reading and assignments.

a) The assigned reading is for the purpose of providing an enriched understanding of activities completed in class, or to "set the stage" for upcoming activities. The readings have been selected to combine analytical richness with detailed examples and applications. Students will be responsible for completing the reading assignments.

b) Assignments are cases, role plays, and questionnaires that must be completed for class or in class. It is essential that students be prepared by reading the assigned case or briefing information or completing the required assignment.
c) Students are expected to be prepared for class, to attend class, and to complete the required role plays. Role plays may require you to make time between some class period to complete required negotiations. Attendance at class is mandatory, unless the instructor is notified. Missing a role play or simulation is unacceptable, except for dire (e.g. medical) emergencies. You also expected to attend D-Group Sessions, which are accomplished during the class weekend.

d) The class participation segment of your grade will be based upon your class attendance, D-Group attendance, preparation for all class activities, and the quality of your contribution to class discussions.

**Attendance:** Attendance is measured in four hour increments, there are three increments per weekend. If you are absent two increments, it is grounds for a one half letter grade reduction from your final grade. For each increment above two, an additional one-half letter grade reduction from your final grade. The only excuse is a bona-fide medical emergency, and any excused absence will require make up work as assigned.

**Grading:** Grading standards will be further described during the first weekend. Grades will be a composite of: my assessment of the individual student's display of facility in negotiation theory and practices during live scenarios, an analytic writing project due at the end of the term, Discussion Group Journals, and two take-home written essay exams given at the end of the second and third weekends.

**University Required Statement:** GSBM students are expected to respect personal honor and the rights and property of others at all times. The University Rules on Conduct can be found on pages 160-161 of the GSBM Catalog. Additionally, students with disabilities are encouraged to familiarize themselves with the University's Policies on Disabilities on page 29 of the GSBM catalog or contact the University's Equal Opportunity Officer, Dr. Calvin H. Bowers at (310) 456-4280
ASSIGNMENTS

Code: T = Text. R = Reader. SN = “Successful Negotiation”

FIRST FRIDAY CLASS,

Read Successful Negotiation, R, Maddux. Complete all questionnaires and assignments in the book. Do not look at the author's comments and answers before completing such. You are not to be graded on these. The purpose of this assignment is to give a brief overview of negotiation and to gauge your present understandings and "talent" in negotiation strategy and tactics.

Be prepared to discuss this material in class, particularly your response to the various strategies and tactics, and how you feel about them as practical "tools" in negotiation.

Type on a separate paper to be turned in during class a copy of your "Personal Action Plan" in the format on pg., 63. Two pages, double-spaced.

Issues that are arising for you in the course, and their implication for your own learning and development as a negotiator.
You should spend a few minutes preparing for your D-Group meeting each weekend. Preparation might include reviewing your answers to the following questions:

* What happened in the role play simulations this weekend?
  
  *What strategies/tactics did I use, and what strategies/tactics did my opponent use?

* What did I learn from this activity?

* What do these activities say about my strength/weaknesses as a negotiator?

* How do these activities relate to the ways I have negotiated, or will negotiate, "real" situations outside of the course?

Each group will submit a written statement, indicating group name and members in attendance, summarizing the topics of the group discussion, and raising any questions or concerns that should be brought to my attention or the attention of the class.

I will review all D-Group input, and will meet with any D-Group if requested.

With exception of this written summary, and information shared with the instructor, it is ASSUMED THAT ALL, D-GROUP DISCUSSIONS WILL BE CONFIDENTIAL. Students must be able to assume that information shared within the D-Group will not work its way into the gossip network of the class or the program.
FIRST SATURDAY CLASS

Throughout this course you are to prepare an outline of the major points from the assignments in the Text. Keep a copy of these outlines; you must turn in a copy to me on each weekend, as a part of your grade. Each outline is to be the individual work of each student and is not to exceed 4 pages (8 ½ X 11). We will have class discussions about the readings. I will not be lecturing about the readings, you will be expected to participate in discussions and respond to questions concerning the assigned reading materials.

1. Read:

T - CH 1 and CH 2.
R - Section One, pp. 1 - 38.
Section Two, , pp. 41-82

2. R - "The Personal Bargaining Inventory," pp. 692-695. We will utilize Option 1 in class. Photocopy the questionnaire and complete the rating in Part I and Part II. Pick the six to eight statements in each Part that you feel most strongly about. Read Option 1 instructions and be prepared to participate in the class exercise described.


4. D-Groups. The purpose of the D-Group is to create an environment in which you can talk about events in the course, your own personal reaction to them, and the way those events are affecting your view of yourself as a negotiator.

D-Groups will be composed of approximately six members. The Group will meet once each weekend for one to one-half hours depending on the time allocated by the Professor. During the meeting, discussion might focus on:

Content of the course;

Cases and exercises that may have been done; and your personal reactions to them;
Personal "negotiations" you have had outside the course, and how you have conducted yourself;

Issues that are arising for you in the course, and their implications for your own learning and development as a negotiator.
ASSIGNMENT 2nd WEEKEND

Friday/Saturday

Read:

1. T-CH 3 and CH 6.
   - Section Three, pp- 84-112
   - Section Six, pp. 184-191 and pp. 192- 207


   Read this case carefully and prepare for the discussion questions on p. 618. You are to turn in a one-page outline of your negotiation strategy for Randall and Dolan on Friday night.


Prepare this exercise as set forth in text. You will have been assigned roles during the first weekend.

It is important that you follow all instructions carefully regarding confidentiality of material given you and communication with other class members before the exercise is completed in class.
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ASSIGNMENT 3rd WEEKEND

Code: T = Text; R=Reader

Friday/Saturday

1. Read:
   T - CH. 4 and CH. 5

   R – Section Four pp. 122 -140
   Section Five, pp. 142-151


   Read and become familiar with the exercise material, which will be
   completed in class.

3. R - Exercise 5 Knight Engine / Excalibur Engine Parts – p. 524

   Read and become familiar with the exercise processes, which will be
   completed in class.
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ASSIGNMENT 4th WEEKEND

Code T= Text
         R= Reader

Friday/Saturday

1. Read
   T- CH. 7, 8 and 9.
   R-Exercise 31 - “Town of Tamarack,” p. 598.

2. Town of Tamarack is the graded negotiation.

3. Detailed analysis of the agreements, and accomplishing negotiations, for the Town of Tamarack scenario.

4. Each student will draft a four page analysis of his/ her performance in the graded negotiation; hand-in on the 5th weekend. It is upon this analysis which each student will be graded.

5. D-Group meets for last time.
ASSIGNMENT 5TH WEEKEND


2. Read:
   READING ASSIGNMENT FOR WEEK FIVE
   
   GROUP ALPHA Section 8, except pp 264-280.
   GROUP BETA-FISH Section 9
   GROUP CEE-ZURE Section 10
   GROUP DELTA DAWN Section 12

3. The Reputation Index will be completed in class.