



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

**BUSI2811: Negotiation and Conflict Resolution
(14:30-17:20 on Fridays; MB103)**

**Syllabus
Fall 2021**

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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.

The negotiation and conflict resolution class aims at complementing students' academic study in the business related disciplines, as well as increasing their confidence and competence in the professional and personal life.

II. COURSE DESCRIPTION AND OBJECTIVES

This course provides 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, conflict 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 the building blocks of negotiation, the differences between value-claiming and value-creating negotiation strategies, and related topics in trust building, cultural difference in negotiation, emotions, power, persuasion, third party intervention, negotiation ethics, etc.

Teaching and learning tools include lectures, class readings, case studies, class discussions, negotiation simulations, presentations, and so on.

Students in this class are expected to be prepared for class discussions regarding readings, cases and negotiation simulations, sharing comments, answering and asking questions, and participating in class activities. Full and active participation is critical for achieving the optimal learning outcome.

III. COURSE MATERIALS:

1) Required textbook:

Thompson, L. L. (2021). *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.

Malhotra, D. (2016). *Negotiating the impossible: How to break deadlocks and resolve ugly conflicts (without money or muscle)*. Berrett-Koehler Publishers.

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, articulate, execute and reflect a negotiation with strategic information collection and exchange.

CLO4. Understand the importance of and the ability of using verbal and nonverbal communication 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

Program Learning Outcomes	CLOs
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	40%
Negotiation Simulation Planning (Group)	20%
Negotiation Reflection	20%
Class Participation (Including case sharing exercise)	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 40% of your course grade.

Focus: CLO1

2. Negotiation planning. For this assignment, you will make 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 for grading whereas post-negotiation analysis will be conducted as a class activity. This assignment is worth 20% of your course grade.

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

3. Negotiation retrospection. You will conduct many different types of negotiations this semester. At the end of the semester, you will need to do retrospection on your negotiation performance. For

this assignment, summarize your strength and weakness, and analyze your negotiation simulation experience based on the concepts and strategies learned in class. 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

A+ A A-	B+ B B-	C+ C C-	D+ D	F
Demonstrate evidence of strong analytical and critical abilities as well as a thorough grasp of the topic from analysis and reflection; clear drafting; clear positions and research (where necessary).	Demonstrate evidence of critical and analytical thinking but not necessarily thorough in their thinking; show adequate grasp of the topic; mostly clear drafting; mostly clear positions and proper research.	Demonstrate evidence of a reasonable grasp of their subject but little evidence of critical thinking; consistent errors in drafting; mostly unclear positions; insufficient research.	Demonstrate evidence of being able to assemble the bare minimum of information; significant drafting errors; poor analysis. Little evidence of critical thinking or research.	Demonstrate evidence of poor knowledge and understanding of the subject, a lack of coherence and organization, and answers are largely irrelevant. Work fails to reach degree level.

4. 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.

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

Negotiation Case Presentation. This exercise is for the purpose of enriching class members' repertoire of negotiation knowledge by researching on and learning from real conflict or negotiation cases. You need to work in a group of 4 students to report and analyze the history, current status, key parties, major problems, strategies used, and important milestones of the negotiation case. Use different media or formats of your choice to present the case to the class and make key points based on your learning of the topics in a 15-20 minutes period at a time slot that you sign up. This exercise will be counted toward your participation points.

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 7th 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

DATE	TOPICS	READINGS* and ASSIGNMENTS
WEEK 1		
Sept. 3	Course introduction; Overview of topics in negotiation and conflict resolution.	Syllabus Read: Thompson Cp. 1
WEEK 2		
Sept. 10	Conflict management styles: Cooperative and competitive styles.	<i>Negotiation Simulation 1</i>
WEEK 3		
Sept. 17	Building blocks of negotiation.	<i>Negotiation Simulation 2</i>
WEEK 4		
Sept. 24	Distributive negotiations – Strategies, hardball tactics, and cognitive biases.	<i>Negotiation Simulation 3</i> Read: Thompson Cp. 2 & 3
WEEK 5		
Oct. 1	Public Holiday	
WEEK 6		
Oct. 8	Distributive negotiation - Fair division; Integrative negotiation.	<i>Negotiation Simulation 4</i> Read: Thompson Cp. 4
WEEK 7		
Oct. 15	Reading Week	
WEEK 8		
Oct. 22	Integrative negotiation; Negotiation process.	<i>Negotiation Simulation 5</i>

WEEK 9		
Oct. 29	Negotiation simulation; Assessing negotiation outcomes – Quantitative outcome and Subjective value;	<i>Negotiation Simulation 6</i> <i>Assign Pre-Negotiation Planning</i> Read: Thompson Cp. 5, 6 & 11 <u>Negotiation case sharing 1 & 2</u> <u>(Group 5 & 8)</u>
WEEK 10		
Nov. 5	Mid-Term Exam. Cross-cultural negotiation.	Additional readings
WEEK 11		
Nov. 12	Cross-cultural negotiation simulation and Outcome analysis.	<i>Pre-Negotiation Planning Due</i> <i>Negotiation Simulation 7</i> <u>Negotiation case sharing 3 & 4</u> <u>(Group 2 & 3)</u>
WEEK 12		
Nov. 19	Emotion, Persuasion and trust	<i>Negotiation Simulation 8</i> Read: Thompson Cp. 7, 8 & 12 <u>Negotiation case sharing 5 & 6</u> <u>(Group 7 & 4)</u>
WEEK 13		
Nov. 26	Negotiation in the virtual world; Third party – mediation and arbitration; Negotiation ethics	Read: Thompson Cp. 10, Append. 1 & 2 <u>Negotiation case sharing 7 & 8</u> <u>(Group 6 & 1)</u>
		<i><u>Negotiation Reflection due on</u></i> <i><u>Dec. 10.</u></i>