PACS 4050.001 NEGOTIATION & DISPUTE RESOLUTION

Fall 2013

Professor’s Contact Information
- Leslie R. Roberts, Senior Lecturer and ADR Program Coordinator
- Chilton Hall, room 263
- UNT Office Phone (940) 565-3437 Fax (940) 565-4663
- UNT Office hours – Wednesdays 9am-12pm or by appointment.
- When communicating electronically about the course, please communicate with the instructor only in the Blackboard Messages tab.

About the Professor / Instructor
Ms. Roberts is an attorney and mediator whose legal practice has encompassed international matters, regulatory and political matters, general business and transactional matters, and special education; mediation practice has included business, employment and family disputes.

Materials – Text, Readings, Supplementary Readings
- Required texts
  Deborah M. Kolb, Ph.D. and Judith Williams, Ph.D., Everyday Negotiation, (San Francisco: Jossey-Bass)
  William Ury, Getting Past No, (New York: Bantam Books)
- Supplementary readings – as assigned.

Course Description
The course focuses on the fundamentals of non-litigation-based conflict resolution and negotiation strategies for a variety of business and personal settings. Students have the opportunity to further develop their negotiation skills through assigned readings, written assignments and exams, videos and online instruction. This course is blended, which means that up to 50% of course content will be available online.

Instructional Methods
Online instruction consists of a variety of instructor’s and other videos and written materials relating to the mandatory exercises, quizzes, discussion boards and written exams. Classroom instruction consists of verbal communication along with the use of online materials and class discussions and exercises.

Course Requirements
Reading assignments: Each week’s reading assignment must be completed prior to completion of all required work.
Exercises: Students must read the scenario and complete the exercise. Some exercises are experiential, will be completed in class and will be graded based on participation. Other exercises may be completed and submitted online and will be graded.

Discussion boards: Discussion boards are assigned to stimulate critical thinking about negotiation. Students will be graded on the quality of their posts. Failure to submit posts by the due date will result in appropriate reductions in grades.

Quizzes: Each quiz is designed to help the student assess his/her understanding of the core concepts examined up to that point in the course.

Exams: There will be two (2) exams during the course to help the student determine progress.

Final exam: There will be a final exam in the course based on a scenario provided by the instructor.

Learning Objectives/Outcomes
At the end of this course, the student will:
1. Understand and utilize different negotiation styles and approaches.
2. Demonstrate effective planning and preparation prior to negotiation.
3. Analyze the effectiveness of different styles and approaches to negotiation.
4. Demonstrate principles of ethics in negotiation.
5. Utilize effective communication skills in negotiation.

Teaching Philosophy
I am eager to engage students who are enrolled in a 4000-level course because they are independent learners and thinkers and who are eager to improve and further develop their conflict resolution skills.

TECHNICAL REQUIREMENTS / ASSISTANCE
The following information has been provided to assist you in preparation for the technological aspect of the course.

Hardware and software necessary to use Blackboard Learn: [http://www.unt.edu/helpdesk](http://www.unt.edu/helpdesk)
Browser requirements:
Internet Access with compatible web browser
Headset/Microphone (if required for synchronous chats)
Word Processor

ACCESS & NAVIGATION
Access and Log in Information
The course was developed and will be facilitated utilizing the University of North Texas Learning Management System, Blackboard Learn. To get started with the course, please go to: https://learn.unt.edu

You will need your EUID and password to log in to the course. If you do not know your EUID or have forgotten your password, please go to: http://ams.unt.edu.

Student Resources
As a student, you will have access to:

- Student Orientation via Blackboard Learn. It is recommended that you become familiar with the tools and tutorials within the Orientation to better equip you in navigating the course.
- Blackboard’s On Demand Learning Center for Students and Blackboard Help for Students. It is recommended that you become familiar with the tools and tutorials to better equip you to navigate the course.

Being a Successful Online Student
- What Makes a Successful Online Student?
- Self Evaluation for Potential Online Students

What Should Students Do First?
2. Students should submit the following information to the instructor via a Blackboard Message the first week of class:
   - Student ID
   - EUID
   - Best phone number and email address for emergency alerts

How Students Should Proceed Each Week for Class Activities
Students should access Blackboard daily for announcements and messages regarding the course.
Student Support
The University of North Texas provides student technical support in the use of Blackboard and supported resources. The student help desk may be reached at:

Email: helpdesk@unt.edu
Phone: (940) 565-2324
In person: Walk-ins @ Sage Hall (Room 130)

Regular hours are maintained to provide support to students. Please refer to the website (http://www.unt.edu/helpdesk/hours.htm) for updated hours.

Communication
Information about the communication tools in the course and how they will be used:

Blackboard Messages
For all course-related questions, please read this syllabus carefully before seeking assistance. You must use the Message function in Blackboard for all electronic communications with your professor about the course. Should we communicate by phone, please expect to see a confirmation message from me.

Students can expect a response from the instructor within 24-hours of sending a message during business hours. If your concern is urgent during business hours, please call the office number provided and speak by phone or leave a message. BbL messages may not be answered during the weekend.

Blackboard Announcements
Please check the Announcements frequently for updated information and changes.

The Golden Rule Applies: Please extend the receiver of your message the same courtesy you would expect to receive when communicating. Please read and consider the content of the message before responding. Profanity and insults are not effective negotiation tactics.

Assessments / Grading
Assessments
This course will utilize the following instruments to determine student grades and proficiency of the learning outcomes for the course:

- Quizzes
- Exercises
- Discussion boards
• Exams
• Final exam

Exercises
Some exercises will be completed in class and will be graded based on participation. Other online exercises are not timed and attempts are limited to the number provided in each assignment. A grade for each graded assignment will be awarded and posted in BbL. Late submissions will not be accepted without an acceptable explanation as determined by the instructor.

Discussion Boards
Please read the Discussion Board Guidelines for guidance before beginning each discussion board assignment. Student posts are required to be submitted by the deadline noted. Discussion board assignments are not timed and may be reviewed once the post is submitted, but not edited by the student. A grade for each online discussion board will be awarded and posted in BbL. Late submissions will not be accepted without an acceptable explanation as determined by the instructor.

Quizzes/Exams
Each quiz and the final exam are timed. Please read the on-screen instructions carefully before you begin. After each quiz or exam is graded and released, you may review your score. Late submissions will not be accepted without an acceptable explanation as determined by the instructor.

Grading Procedure

Total Points Possible for Semester = 380

<table>
<thead>
<tr>
<th>Score Range</th>
<th>Grade</th>
</tr>
</thead>
<tbody>
<tr>
<td>342-380</td>
<td>A</td>
</tr>
<tr>
<td>304-341</td>
<td>B</td>
</tr>
<tr>
<td>266-303</td>
<td>C</td>
</tr>
<tr>
<td>228-265</td>
<td>D</td>
</tr>
<tr>
<td>0-227</td>
<td>F</td>
</tr>
</tbody>
</table>

Grades will be determined as follows:

<table>
<thead>
<tr>
<th>Grades</th>
<th>Weight</th>
</tr>
</thead>
<tbody>
<tr>
<td>Exercises</td>
<td>20%</td>
</tr>
<tr>
<td>Quizzes</td>
<td>20%</td>
</tr>
<tr>
<td>Discussion boards</td>
<td>20%</td>
</tr>
<tr>
<td>Exams</td>
<td>40%</td>
</tr>
</tbody>
</table>
If a student believes he/she will miss assigned course work over an extended period of time and may be unable to complete all work timely, the student should contact the instructor immediately to discuss options.

**Accessing Grades**

Grades will be accessible to students after assigned course work is completed by all students and graded.
WEK 1 – AUGUST 28-SEPTEMBER 1, 2013
Class meeting on August 28th

Negotiation Obstacles
• Introduce Yourself
  What to expect in the course (texts, assignments, discussion boards, quizzes, mid-term, final exam)
  Student learning outcomes
  Students as experienced negotiators
  Famous (infamous) negotiations
  Different approaches to negotiation: negotiation diagram
  Bargaining vs. collaboration
  Negotiation diagram and collaborative negotiation model
  Cartoon on relationships
  “Getting to Yes” video
  “JFK: Negotiation and Fear” video
• Review:
  Approaches to negotiation diagram;
  Collaborative negotiation model
• View:
  “Getting to Yes” video
  “JFK: Negotiation and Fear” video

MONDAY, SEPTEMBER 2, 2013 – LABOR DAY/UNT CLOSED

WEK 2 – SEPTEMBER 3-8, 2013
No class meeting on September 4th

Negotiation Obstacles
• Read:
  Getting to Yes: The Problem
  Getting Past No: Overview
  Everyday Negotiation: Staying Out of Your Own Way
• View:
  Instructor’s Video – Negotiation Obstacles
  “Conflict Resolution” video
  “Escalation of a Conflict” video
  “Why Conflicts Escalate” video
• Complete:
  Discussion Board – Escalation of a Conflict
- **Read:**
  *Getting to Yes: The Method – Chapter 3 [only] – Separate the People from the Problem*
- **Complete:**
  Exercise – Role Reversal: Now I See What You Mean!
  Quiz
  Negotiation Survey of Skills

**Week 3 – September 9-15, 2013**

Class meeting on September 11th

**Preparing to Negotiate**

- **Read:**
  *Everyday Negotiation: Making Strategic Moves*
  *Getting Past No: Prologue*
  *Essentials of Negotiation: Negotiation Strategy and Planning*
  *Strategy and Planning Summary power point*
- **Complete:**
  Exercise – Mountain View Farm

**Week 4 – September 16-22, 2013**

No class meeting on September 18th

**Preparing to Negotiate**

- **Read:**
  *Everyday Negotiation: Making Strategic Moves*
  *Getting Past No: Prologue*
  *Essentials of Negotiation: Negotiation Strategy and Planning*
  *Strategy and Planning Summary power point*
- **View:** Instructor’s Video – Strategy and Planning (parts 3 and 4)
- **Complete:**
  Discussion Board – Mountain View Farm
  Quiz

**Week 5 – September 23-29, 2013**

Class meeting on September 25th (2-3pm)

**Exam**

- **Review:** Exam Review Summary in class
- **Complete:** Exam (online)
Week 6 – September 30-October 6, 2013
No class meeting on October 2

From Bargaining to Collaboration
- **Read:**
  - *Everyday Negotiation:* Making Strategic Moves; Laying the Groundwork, Engaging Your Counterpart, Getting Collaboration to Work
  - *Getting Past No:* Turning Adversaries into Partners
  - Forging Relationships PDF
- **View:**
  - Instructor’s Videos – From Bargaining to Collaboration (parts 1-3);
  - “4 Magic Phrases” video
  - “Negotiation: Discover Legitimate Interests” video
- **Complete:**
  - Discussion Board – 4 Magic Phrases/Discover Legitimate Interests Quiz

Week 7 – October 7-13, 2013
Class meeting on October 9

From Bargaining to Collaboration
- **Read:**
  - *Everyday Negotiation:* Making Strategic Moves; Laying the Groundwork, Engaging Your Counterpart, Getting Collaboration to Work
  - *Getting Past No:* Turning Adversaries into Partners
  - Forging Relationships PDF
- **View:**
  - “4 Magic Phrases” video
  - “Negotiation: Discover Legitimate Interests” video
- **Complete:**
  - Discussion Board – Hospital Committee

Week 8 – October 14-20, 2013
No class meeting on October 16

Collaborative Negotiation
- **Read:**
  - *Getting to Yes:* The Method – Chapters 3-5
- **Review:**
  - Approaches to negotiation diagram
  - Collaborative negotiation model
- **View:**
  - Instructor’s Videos – Collaborative Negotiation (parts 1-4)
“Getting to Yes” video
“Discover Legitimate Interests” video
“The Principles of Effective Leadership Communication” video

- Complete:
  Exercise – Hospital Committee
  Quiz

**Week 9 – October 21-27, 2013**
Class meeting on October 23rd

**Collaborative Negotiation**

- **Read:**
  *Getting to Yes: The Method* – Chapters 3-5
- **Review:**
  Approaches to negotiation diagram
  Collaborative negotiation model
- **View:**
  “Getting to Yes” video
  “Discover Legitimate Interests” video
  “The Principles of Effective Leadership Communication” video
- Complete:
  Discussion Board – Stakes of Engagement
- Review for exam

**Week 10 – October 28-November 3, 2013**
No class meeting on October 30th

**Exam**

- **Review:** Exam Review Summary
- **Complete:** Exam (online)

**Week 11 – November 4-10, 2013**
Class meeting on November 6th

**Resisting Challenges**

- **Read:**
  *Everyday Negotiation: Resisting Challenges*
  *Getting to Yes: What If They’re More Powerful?, What If They Won’t Play?, What If They Use Dirty Tricks?*
  *Getting Past No: Don’t React: Go to the Balcony; Don’t Reject: Go to Their Side; Don’t Reject: Reframe; Don’t Push: Build Them a Golden Bridge; Don’t Escalate: Use Power to Educate; course handout on Power*
- **Complete:**
  Exercise – Stakes of Engagement
Week 12 – November 11-17, 2013
No class meeting on November 13th

Resisting Challenges

- Read:
  * Everyday Negotiation: Resisting Challenges
  * Getting to Yes: What If They’re More Powerful?, What If They Won’t Play?, What If They Use Dirty Tricks?
  * Getting Past No: Don’t React: Go to the Balcony; Don’t Reject: Go to Their Side; Don’t Reject: Reframe; Don’t Push: Build Them a Golden Bridge; Don’t Escalate: Use Power to Educate; course handout on Power
- View: Instructor’s Video – Resisting Challenges (parts 1 and 2)
- Complete:
  * Discussion Board – Stakes of Engagement Quiz

Week 13 – November 18-24, 2013
Class meeting on November 20th

Making It All Work

- Read:
  * Everyday Negotiation: Crafting Agreements, Negotiating Change
  * Getting Past No: Turning Adversaries Into Partners
  * Crafting Agreement power point
- View:
  * “Twelve Angry Men” video
- Complete:
  * Discussion Board – Twelve Angry Men

Week 14 – November 25- December 1, 2013
No class meeting on November 27th

Thursday, November 28th – Friday, November 29th – THANKSGIVING DAY HOLIDAY/UNT CLOSED

Making It All Work

- Read:
  * Everyday Negotiation: Crafting Agreements, Negotiating Change
  * Getting Past No: Turning Adversaries Into Partners
  * Crafting Agreement power point
- View:
  * Instructor’s video
  * “Twelve Angry Men” video
• Complete:
  Exercise – Twelve Angry Men
  Quiz

**Week 15 – December 2-8, 2013**
Class meeting on December 4th

• Review: Final Exam Summary Review

**Week 16 – December 9-13, 2013**
No class meeting on December 11th

• Complete: Final Exam (online)
Course Evaluation
Toward the end of the semester, students will be able to complete a course survey at www.my.unt.edu. Please logon to www.my.unt.edu and select SETE.

Scholarly Expectations
All works submitted for credit must be original works created by the scholar uniquely for the class. It is considered inappropriate and unethical, particularly at the graduate level, to make duplicate submissions of a single work for credit in multiple classes, unless specifically requested by the instructor.

Resources
UNT Portal: http://my.unt.edu
UNT Blackboard Learn Student Resources: Technical Support: http://www.unt.edu/helpdesk/
UNT Library Information for Off-Campus Users:
http://www.library.unt.edu/services/for-special-audiences/offcampus/information-for-off-campus-users
UNT Computing and Information Technology Center:
http://cicti.unt.edu/services-solutions/students
Computer Labs: General access computer lab information (including locations and hours of operation) can be located at: http://www.gacl.unt.edu/

Course Policies
Exercise / Discussion Board Policy
Due dates for all course work are posted in the instructions connected to each assignment. Your work should be submitted in the submission section and submitted by using the “Submit” button at the end of each assignment. Students should complete work in a Word document and copy, cut and paste it in the page available in BbL. Word or PDF documents that include a student’s work and are attached will not be accepted and graded. A student’s work may not be submitted at a later date without written documentation that justifies the missed deadline.

Exam Policy
Quizzes and exams are open-book and open-note; however, you may not discuss a quiz or exam with another student after accessing the quiz or exam at any time unless both have completed and submitted their answers. Missed quizzes or exams may not be taken at a later date without written documentation that justifies the makeup, which is in the instructor’s discretion.

Students may have the opportunity to attempt a quiz or exam an additional time if they lose their internet connection or have another technical problem beyond their control that prevents completion of the quiz or exam. The instructions for each quiz and exam will
address the number of attempts available and an appropriate course of action to take in the event of technical difficulties.

**Late Work**
Acceptance of and credit for late work is determined consistent with UNT policies and at the professor’s discretion where permitted.

**Virtual Classroom Citizenship and Conduct**
The same guidelines that apply to traditional classes should be observed in the virtual classroom environment. Please use proper netiquette when interacting with class members and the professor. Proper netiquette includes the following:

- Appropriate language; no foul or offensive language;
- Appropriate topics; no slurs having to do with race, religion, gender, sexual orientation, national origin, pregnancy, disability or apparent physical or emotional differences; and
- Common courtesy.

**Incomplete**
If a student wishes to request a grade of Incomplete, the student must:

- Have a passing grade in the course;
- Submit the request in writing as soon as possible during the semester and not later than one (1) week prior to the final exam;
- Submit the request to the instructor via BbL and receive written approval through BbL; and
- Complete the course not later than one (1) year in order to avoid an automatic replacement of the “I” with an “F”.

**Copyright Notice**
Some or all of the materials on this course Web site may be protected by copyright. Federal copyright law prohibits the reproduction, distribution, public performance, or public display of copyrighted materials without the express and written permission of the copyright owner, unless fair use or another exemption under copyright law applies. Additional copyright information may be located at: http://copyright.unt.edu/content/unt-copyright-policies.

**Undergraduate Online Course Attendance Policy**
Students who attend classes regularly typically experience greater success than those students who do not attend regularly. Similarly, students who enroll in online courses also typically perform better by fully participating in the course.

Information about the University of North Texas’ Attendance Policy may be found at: http://policy.unt.edu/policy/15-2-5.
Administrative Withdrawal
Students may add this course or withdraw in accordance with the University’s policy currently in effect.

Syllabus Change Policy
Changes to the syllabus may be necessary at times. Communication of any changes will be made via an announcement or message tabs in BbL.

Policy on Server Unavailability or Other Technical Difficulties
The University is committed to providing a reliable online course system to all users. However, in the event of any unexpected server outage or any unusual technical difficulty which prevents students from completing a time sensitive assessment activity, the instructor will extend the time windows and provide an appropriate accommodation based on the situation. Students should immediately report any problems to the instructor and also contact the UNT Student Help Desk: helpdesk@unt.edu or 940.565.2324. The instructor and the UNT Student Help Desk will work with the student to resolve any issues at the earliest possible time.

UNT Policies
Student Conduct and Discipline
Please refer to the UNT Faculty Handbook or your department regarding the Student Code of Conduct Policy.

Academic Honesty Policy
Academic dishonesty is defined in the UNT Policy on Student Standards for Academic Integrity. Any suspected case of Academic Dishonesty will be handled in accordance with University policy and procedures. Possible academic penalties range from a verbal or written admonition to a grade of “F” in the course. Further sanctions may apply to incidents involving major violations. You will find the policy and procedures at http://vpaa.unt.edu/academic-integrity.htm.

ADA Policy
If you have a condition that requires accommodation in this course, please notify the instructor during the first week of class. Any necessary or appropriate accommodations will be made provided that timely notice is received, and that the arrangement is consistent with recommendations from Disability Services, when applicable. Students who require this type of assistance should contact the Office of Disability Accommodation (ODA) at (940) 565-4323, or at TTY (940) 369-8652 to make appropriate arrangements. Information on the services provided by the ODA as well as application procedures is available at http://www.unt.edu/oda/index.html. Information on UNT’s policies related to disability accommodations is available at http://policy.unt.edu/policy/18-1-14.
Please note that disability accommodations are not retroactive. Accommodations will be made only after a disability is officially verified.

Student Behavior
Student behavior that interferes with an instructor’s ability to provide instruction or with other students' opportunity to learn is unacceptable and disruptive and will not be tolerated in any instructional forum at UNT. Students engaging in unacceptable behavior will be directed to cease such behavior. The instructor may refer the student to the Center for Student Rights and Responsibilities to consider whether the student's conduct violated the Code of Student Conduct.

The university's expectations for student conduct apply to all instructional forums, including university and electronic classroom, labs, discussion groups, field trips, etc. The Code of Student Conduct can be found at www.unt.edu/csrr.

Important Notice for F-1 Students taking Distance Education Courses:
Federal Regulation
To read detailed Immigration and Customs Enforcement regulations for F-1 students taking online courses, please go to the Electronic Code of Federal Regulations website at http://ecfr.gpoaccess.gov. The specific portion concerning distance education courses is located at "Title 8 CFR 214.2 Paragraph (f) (6) (i) (G)” and can be found buried within this document: http://frwebgate.access.gpo.gov/cgi-bin/getcfr.cgi?TITLE=8&PART=214&SECTION=2&TYPETEXT

The paragraph reads:
(G) For F–1 students enrolled in classes for credit or classroom hours, no more than the equivalent of one class or three credits per session, term, semester, trimester, or quarter may be counted toward the full course of study requirement if the class is taken on-line or through distance education and does not require the student's physical attendance for classes, examination or other purposes integral to completion of the class. An on-line or distance education course is a course that is offered principally through the use of television, audio, or computer transmission including open broadcast, closed circuit, cable, microwave, or satellite, audio conferencing, or computer conferencing. If the F–1 student's course of study is in a language study program, no on-line or distance education classes may be considered to count toward a student's full course of study requirement.

University of North Texas Compliance
To comply with immigration regulations, an F-1 visa holder within the United States may need to engage in an on-campus experiential component for this course. This component (which must be approved in advance by the instructor) can include activities such as taking an on-campus
exam, participating in an on-campus lecture or lab activity, or other on-campus experience integral to the completion of this course.

If such an on-campus activity is required, it is the student’s responsibility to do the following:

1. Submit a written request to the instructor for an on-campus experiential component within one week of the start of the course.

2. Ensure that the activity on campus takes place and the instructor documents it in writing with a notice sent to the International Student and Scholar Services Office. ISSS has a form available that you may use for this purpose.

Because the decision may have serious immigration consequences, if an F-1 student is unsure about his or her need to participate in an on-campus experiential component for this course, s/he should contact the UNT International Student and Scholar Services Office (telephone 940-565-2195 or email internationaladvising@unt.edu) to get clarification before the one-week deadline.