

**The Art of Influence and Negotiation
EMBA 5320**

Course Description, Learning Outcomes and Objectives:

Negotiation is a dynamic process in which certain analytical and interpersonal skills are indispensable for success. This course will provide instruction designed to show how to develop an ability to craft a strategy for a negotiation that is based on clear analysis of key stake-holders and their interests, and how to implement that strategy effectively. Instructional materials and teaching methods will demonstrate the principle that even the most ingenious strategy will fail if not artfully implemented...and that being very persuasive does little good unless it is in service of a carefully conceived plan.

The Art of Influence builds upon these principles and provides instruction on developing an ability to apply these skills in the larger context of the organization and its relationship with the outside world. Students will examine how to evaluate opposing interests, manage conflicts, overcome resistance to change, and develop options for agreement. Critical thinking and communications will be emphasized throughout the course. Overall, the course is aimed at enabling students to become more effective in the role of negotiator, advisor, team member, and leader.

Course Methods: This is an experiential course is designed to improve students' influence and negotiation skills through instruction, discussion, readings, case studies and repeated practice. By using a variety of feedback sources, skill-building exercises, and debriefings, the class will increase negotiating self-confidence and improve capacity to influence others to achieve win-win solutions. The techniques covered in the course can be used by all who want to strengthen their skills for finding creative solutions to conflict and to improve their effectiveness at structuring sustainable negotiated agreements.

This course addresses the following **program learning outcomes:**

- Students will demonstrate strategic decision-making capability.
- Students are capable of rigorous analysis of data and stakeholder concerns.
- Students will demonstrate the ability to articulate a vision that will have significant and positive leadership impact (i.e., leading change).
- In business and in personal lives, students will act to preserve or enhance the well being of the commons (global, health, and social justice).
- Demonstrate wisdom through judgment/decision-making that integrates the needs of multiple stakeholders and adapts personal behavior appropriately.

This course has the following specific **course objectives:**

- Increase understanding of the principles, strategies and techniques of influence and negotiation
- Increase self-awareness and control in negotiation situations
- Improve outcomes in negotiations, and in organizational changes
- Improve capability in managing public relations challenges
- Enhance problem solving/critical thinking
- Enhance team skills/network skills
- Enhance communication skills

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Class Schedule & Assignments (*At Salish)

Date & Time	Pre- Class Reading	Activities/Topics	Deliverable(s)
Module 1 *Thu. April 5 6:45p-8:30p	Read both textbooks prior to first class session	Introduction to Negotiations In-class Negotiations	
Module 2 *Fri. April 6 8a-12:30p	(G 1,2,3) (B 1,2, App A)	In-class Negotiations	Submit post-negotiation Report-1 • Due April 16
Module 3 Sat., Apr. 7-14 Online	Texts and class discussion	Canvas Discussion	Post comments to online Discussion Forum • Due April 18
Module 4 Sat., Apr. 28- May 5 Online	Texts and class discussion	Canvas Discussion	Post comments to online Discussion Forum • Due May 8
Module 5 Fri. May 11 1:45p-5:30p	(G 6, 7) (B 5,6,7,8)	In-class Negotiations	Submit post-negotiation Report-2 • Due May 21
Fri. May 25 08:01a	Texts and class discussion	Quiz opens	Quiz Closes • June 5
Module 6 Fri. June 8 8:15-10:45 a	(G 8, IV, V) (B 9-12)	In-class Negotiations & The Art of Influence	Post comments to online Discussion Forum

Course Requirements:

Course Requirements and Grading Scale

Negotiation Report- #1	15	A to A- = 100% to 90%
Negotiation Report - #2	15	B+ to B- = 89% to 80%
Discussion- #1	5	C+ to C- = 79% to 70%
Discussion- #2	5	D+ to D- = 69% to 60%
Quiz	30	
Participation	30	
TOTAL POINTS	100	

Students will participate in numerous negotiation simulations. We will debrief all of these activities during class. Class attendance is essential in order to participate in the negotiation simulations and other exercises. There are no make-ups of negotiation sessions. Therefore, attendance will have an impact upon your grade. The other essential component of class participation is students' active and informed participation in class debriefing discussions and activities.

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Outcomes in negotiations are not a factor in grading. It is expected that all will strive to get good deals, and success in this regard will be its own reward. Someone who has paid the highest price in a given negotiation will not be graded any differently than someone who paid the least. We will be focusing on practice of the techniques, not on achieving predetermined benchmark results.

Role Playing: Take your assigned roles seriously. Although you are not expected to be gifted with special acting skills, it is expected that each student will make every effort to play the role assigned to him/her with conviction and with character.

Selected negotiation exercises will be followed by assigned written reviews. Each written review will be scored on a scale from 1 -10 points, according to the scoring guide to be distributed.

The subject matter of the quiz questions will focus on the assigned readings, lectures and in-class discussion.

Class participation will be considered as a part of the final grade. Participation includes attendance and the quality of contributions to class progress.

Required Readings:

(G) Fisher, et al., **Getting to Yes**, 2d edition, Penguin (1991) ISBN # 140157352

(B) Shell, **Bargaining for Advantage**, 2d edition, Penguin (2006) ISBN # 143036971
Other materials will be distributed in class.

Cases: Negotiation simulations/cases will be distributed in class at the time of the negotiation exercise.

AUDIO AND VIDEOTAPING

For protection of proprietary knowledge and for a variety of other reasons, audio and videotaping of any class session is strictly prohibited without prior approval of the instructor. Under extreme circumstances or for a pre-approved class absence, audio taping a class session will be allowed on a case by case basis and with the express permission of the instructor. The student will be responsible for making all necessary arrangements. Students will need to adhere to the appropriate agreed upon use of the content material of these audio tapes.

COMPUTER USE

The use of laptops, netbooks or PDAs in class to take class notes, view PowerPoint slides or work on class projects is allowed and encouraged. However, please do not use laptops, netbooks or PDAs (cell phones, hand-helds) in class for any other non-class related activity (including instant messaging, web-browsing, etc.) unless specifically permitted by the instructor.

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SEATTLE UNIVERSITY POLICIES

Academic Honesty

Seattle University is committed to the principle that academic honesty and integrity are important values in the educational process. Academic dishonesty in any form is a serious offense against the academic community. Acts of academic dishonesty will be addressed according to the Seattle University Academic Honesty Policy. The policy can be found at the address below:

http://www.seattleu.edu/regis/Policies/Policy_2004-01.htm

If you are not sure whether a particular action is acceptable according to the Academic Honesty Policy, you should check with your instructor before engaging in it.

Disability

If you have, or think you may have, a disability (including an 'invisible disability' such as a learning disability, a chronic health problem, or a mental health condition) that interferes with your performance as a student in this class, you are encouraged to arrange support services and/or accommodations through Disabilities Services staff in the Learning Center, Loyola 100, (206) 296-5740. Disability-based adjustments to course expectations can be arranged only through this process.

Title IX

Title IX of the Education Amendments of 1972 (Title IX) prohibits discrimination based on sex in educational programs or activities that receive Federal financial assistance. This prohibition includes sexual misconduct, which encompasses sexual harassment and sexual violence. Seattle U remains committed to providing a safe and equitable learning, living, and working environment. Seattle U offers emergency, medical, and other support resources, as well as assistance with safety and support measures, to community members who have experienced or been impacted by sexual misconduct.

Seattle U requires all faculty and staff to notify the University's Title IX Coordinator if they become aware of any incident of sexual misconduct experienced by a student.

For more information, please visit <https://www.seattleu.edu/equity/>. If you have any questions or concerns, you may also directly contact the Title IX Coordinator in the Office of Institutional Equity (email: oiie@seattleu.edu; phone: 206.296.2824)

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University Resources and Policies

Academic Resources

- Library and Learning Commons (<http://www.seattleu.edu/learningcommons/>)
(This includes: Learning Assistance Programs, Research [Library] Services, Writing Center, Math Lab)
Note: The Learning Commons does not offer tutoring for EXLR/EMBA/HEMBA-level students.
- Academic Integrity Tutorial *(found on Angel and SU Online)*

Academic Policies on Registrar website

(<https://www.seattleu.edu/registrar/academics/performance/>)

- Academic Integrity Policy
- Academic Grading Grievance Policy
- Professional Conduct Policy *(only for those professional programs to which it applies)*

Notice for students concerning Disabilities

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