The purpose of this course is to extend and enhance knowledge about, and skills in negotiation processes in an international/cross-cultural context. The course is designed to provide a more intensive emphasis on negotiation dynamics and to enhance personal negotiation effectiveness, and builds on MHR 7240 (formerly 802), Managerial Negotiation. The objectives of that prerequisite course are to provide a basic framework on negotiation theory and research, and to apply that knowledge by developing improved negotiation skills. In the International course, specific attention will be given to the following:

- enhancing skills in interest-based bargaining behavior;
- negotiating effectively within the context of long term relationships;
- negotiating effectively in situations of unequal power
- negotiating in agency relationships;
- negotiating when cultural differences can play a role in perceptions of issues, interests and positions, communication styles, and interpersonal styles.

**Prerequisite:** Students must have completed MHR 7240 or other formal training in negotiation skills. If that training was not in a section of MHR 7240 (or its predecessor, MHR 802), please see the instructor.

**Class activities:** As in the basic course, class time will be dominantly devoted to presentation of theory and concepts, role play scenarios, debriefing of role play scenarios, and discussions of cases and videotapes. Students will be required to read articles and book chapters, prepare for role play scenarios, provide feedback to their peers in the class, and prepare analytical papers on their effectiveness in the role play activities.

A classroom climate will be created to encourage students to critique and evaluate each other’s negotiating effectiveness. Students will engage in a number of role-plays and simulations designed to enhance skills addressed in the basic course. Students will be asked to create learning objectives for themselves and to monitor progress on these learning goals throughout the course. Students will provide each other with regular feedback on negotiating effectiveness through the use of peer assessment surveys and small discussion groups.
Required Texts:


> XanEdu Package for BUS MHR 7242

>Role play materials will be distributed during the course. A materials fee will be charged to cover the cost of distributed role play scenarios. The Olin Life material will have to be purchased separately and independently—information will be provided.

Assignments and weight in grading and evaluation:

Week 2-5 2 page debrief memo (15 points each) (3 required) 45 points

Week 7: Personal Development Paper due 35 points

Class participation (attendance, being prepared for class, contributing in class, providing feedback to others) 20 points

Total 100 points

Description of Graded Assignments:

1. Personal feedback form.

Beginning with class #2 and ending with class # 6, you are required to submit an evaluation form for each of your teammates and/or opponents in that week’s role play activity. The form will be described in class. You will not be evaluated on the feedback you give, but if you do not provide feedback to your teammates/opponents, you will lose credit for the assignment. Feedback must be delivered to the other within 24 hours of completing the role-play. You can complete the form in paper or electronically and send it to the other who were part of your role play subgroup. For class 6, you should submit feedback forms to others but no paper is required, as it will be wrapped up in the final personal reflection paper.

2. Personal reflection paper.

Beginning with class # 2 and ending with class # 5, you must submit a 2 page (MAX) paper that summarizes your experience in the role-play during the previous class period. This paper should incorporate the feedback that you have received from teammates/opponents, and should address the following issues:

- What specific aspects of negotiation were raised in the role-play?
- What specific aspects of culture were raised in the role-play?
- How did the readings/lectures/role play debrief apply to this situation?
- What feedback did you receive from others about your performance in this role-play? (ATTACH THE FEEDBACK FORMS YOU RECEIVED TO THE PAPER YOU SUBMIT)
- What personal insights did you gain about your own negotiation style/approach?

This paper must be submitted to Prof. Lewicki by the following Monday at 9 am. Late papers will be penalized. PLEASE SUBMIT PAPER COPIES IF AT ALL POSSIBLE, although last-minute electronic copies will be accepted.

There are FOUR weeks in which you can submit one of these papers. However, you are required to submit only THREE papers from any of the FOUR possible weeks.

3. Personal Development Paper

At the beginning of class in week 7, each student should submit a comprehensive summary personal development paper. The objectives of this paper should be as follows:
- Assess your own personal strengths and weaknesses in the various negotiations.
- Evaluate the overall feedback (formal and informal) received from fellow students during the role plays in weeks 2-6 (including the Olin simulation)
- Integrate theory and concepts presented in the readings and class discussions.
- Conclude with an assessment of your own personal SWOT as a negotiator at the end of this class.
- Attach any exhibits you wish (earlier short papers, summary of personal feedback forms, etc.)


This course will require that students come prepared to class and actively participate in class. The class participation segment of your grade will be based upon your class attendance, preparation for all class activities, and the quality of your contribution to class discussions. There are three forms of preparation: reading, assignments and peer evaluation.

a. Attendance. Not much can be learned in this class by only doing the reading. You have to be here. I understand that circumstances arise that necessitate missing a class. One missed class is permitted; two or more will be a problem.
b. Assignments are cases, role-plays, and questionnaires that must be completed for class, or in between class periods. It is essential that students be prepared by reading the assigned case or briefing information and/or completing the required assignment. Failure to come to class ‘ready to negotiate’ can result in a grade penalty.
c. Peer Evaluation. After every major role play, students will be asked to complete an brief assessment form on opponents and/or partners. Failure to provide feedback to your opponents/partners will count against your class participation grade.
The Honor Code As It Applies to This Course:

The Academic Misconduct Policy of The Graduate School, The Ohio State University, applies to all academic work in this course. More specifically, it will be considered a violation of the Academic Misconduct to engage in the following activities:

1. Misrepresenting the written work of others as your own written work.

2. Reading, viewing or discovering the confidential briefing information held by your opponents in any role play scenario, prior to the completion of that negotiation, by gaining access to that information from your opponent directly or from others in any section of the course who may be playing your opponent's role. (NOTE: THIS MEANS THAT YOU MAY NOT SHOW YOUR BRIEFING INFORMATION TO YOUR OPPONENT AT ANY TIME, OR READ OR QUOTE VERBATIM FROM ANY PART OF THAT INFORMATION, AND TO DO SO IS A VIOLATION OF THE HONOR CODE!)

3. Reading, viewing or discovering the confidential briefing information of role play scenarios that may have been used in previous offerings of this course.
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<tr>
<th>Week</th>
<th>Topics</th>
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<td>Review of basic distributive and integrative negotiation</td>
<td>Course overview Role Play: Bakra Beverage First feedback exercise</td>
<td>Course overview Review of intro course content Role Play: Bakra Beverage 70 Peppet &amp; Moffit, Learning how to learn how to negotiate</td>
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<td>Cross-cultural communication</td>
<td>Prepare to negotiate in class: David Shorter or Bob Chin</td>
<td>Prepare Shorter or Chin Essentials, Chapter 5, 6 4.3 Friedman and Barry 25 Shapiro 26 Deutsch Feedback to other due, 1/17 Paper due 1/21</td>
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<td>Introductory exercises in cross-cultural negotiation</td>
<td>Role Plays: International Lodging Merger Tipal Dam</td>
<td>Prepare ILM Essentials, Chapter 11, Review Ch 8 22 Lewicki 18 Menkel-Meadow 19 Welch Feedback to other due, 1/24 Paper due1/28 (Pick ONE of the scenarios)</td>
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<td>Adjusting to the other’s culture</td>
<td>Role Play: Mexico</td>
<td>Prepare Mexico 5.1 Brett 35 Kelly 5.4 Koh Feedback to other due, 1/31 Paper Due 2/4</td>
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<td>Cultural assumptions, styles and multiparty dynamics</td>
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<td>Negotiate Olin Life, I</td>
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<td>7 2/20</td>
<td>Managing the complex, formal negotiation II</td>
<td>Negotiate Olin Life, II</td>
<td>Complete Olin Life Personal Negotiation Paper Due by February 25 at 9 a.m.</td>
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