



<b>Date</b>		<b>Credits</b>	<b>3 Credits</b>
<b>Course Title</b>	<b>Negotiation</b>	<b>Course Number</b>	<b>IN30220</b>
<b>Pre-requisite (s)</b>	<b>GEB 1011</b>	<b>Co-requisite (s)</b>	<b>None</b>
<b>Hours</b>	<b>45 Hours</b>		

### Place and Time of Class Meeting

[www.usilvirtual.com](http://www.usilvirtual.com)

### Name and Contact Information of Instructor

**Gonzalo Capriles**

**email: [gonzalo.capriles@sanignaciouniversity.edu](mailto:gonzalo.capriles@sanignaciouniversity.edu)**

### Book required

*(San Ignacio University recognizes the use of the textbook in the classroom as part of the educational methodology and strategy applied in diverse materials. The textbook is part of the curriculum and is used to reach the student in an effective manner in the classroom. Every student is expected to acquire and use the textbook.)*

[Negotiation](#) 7th Edition

Roy Lewicki, David Saunders & Bruce Barry

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| ISBN: 978-0-07-802944-8 |

Negotiation: Readings, Exercises and Cases by Roy J. Lewicki and others - 7th edition

McGraw-Hill Europe, 2014/15

(978-0077862428 paperback)

### Classroom expectations for students

#### Attendance Policy



**Course Description (must correspond exactly to Catalog description)**

This course provides the students with the tools to become effective negotiators, by formulating goals, gathering information, understanding the role of perception, cognition and emotion, as well as acquiring the persuasion skills to convince the other party to accept an offer. Students will be expected to participate in mockups throughout the duration of the class to practice their negotiation skills.

**Learning Objectives**

**At the end of this course the student will be able to:**

- Define negotiation, the key elements of a negotiation process, and the distinct types of negotiation.
- Explain the basic elements of a distributive bargaining situation.
- Discuss the major elements of a negotiation strategy and a process for selecting a strategy.
- Explain the important role played by perceptions, cognitions, and emotions in negotiation.
- Describe the basic components of communication flow in a negotiation.
- Describe the different approaches to understanding power in negotiations and why power is critical to negotiation.
- Describe different types of ethically problematic tactics and how they are perceived.
- Explain coalitions and why they are important in negotiation.
- Describe how behaviors of expert negotiators differ from those of less experienced negotiators.
- Discuss strategies that negotiators can adapt to another party’s cultural style.
- Explain cross cultural negotiations within the United States.

**Topical Outline and Schedule**

<b>DATE</b>	<b>WEEK 1</b>
<b>SPECIFIC OBJECTIVES</b>	<b>Section 1: Negotiation Fundamentals</b> <ul style="list-style-type: none"><li>• The nature of Negotiation</li></ul>



	<ul style="list-style-type: none"> <li>• Strategy and Tactics of Distributive Bargaining</li> </ul>
<p><b>TOPIC (S)</b></p>	<p><b>The Nature of Negotiation</b></p> <ul style="list-style-type: none"> <li>• Characteristics of a Negotiation Situation</li> <li>• Interdependence</li> <li>• Mutual Adjustment</li> <li>• Value Claiming and Value Creation</li> <li>• Effective Conflict Management</li> </ul> <p><b>Strategy and Tactics of Distributive Bargaining</b></p> <ul style="list-style-type: none"> <li>• The Distributive Bargaining Situation</li> <li>• Tactical Tasks</li> <li>• Positions Taken during negotiation</li> <li>• Commitment</li> <li>• Closing the Deal</li> <li>• Assessing the Quality of the Agreement</li> <li>• Hardball Tactics</li> <li>• Distributive Bargaining Skills applicable to Integrative Negotiations.</li> </ul>
<p><b>LEARNING ACTIVITIES</b></p>	<p>Participate in Forums to discuss current issues in Negotiation</p>
<p><b>HOMEWORK &amp; ASSIGNED READINGS</b></p>	<p>1. Read Chapter 1 and 2 of the book: "<a href="#">Negotiation</a>" and review Power Point Presentations</p> <p>From the book: Negotiation: Readings, Exercises and Cases:</p> <p>2. Write a brief report with ideas and comments about Exercise 5: Used Car</p> <p>3. Do the Reading 1.4 : The Negotiation Checklist</p> <p>4. Do the Reading 1.8 : Implementing a Collaborative Strategy</p>
<p><b>DATE</b></p>	<p><b>WEEK 2</b></p>
<p><b>SPECIFIC</b></p>	



<b>OBJECTIVES</b>	<p style="text-align: center;"><b>Continuation of Section 1: Negotiation Fundamentals</b></p> <ul style="list-style-type: none"> <li>• Strategy and Tactics of Integrative Negotiation</li> <li>• Negotiation: Strategy and Planning</li> </ul>
<b>TOPIC (S)</b>	<p><b>Strategy and Tactics of Integrative Negotiation</b></p> <ul style="list-style-type: none"> <li>• An Overview of the Integrative Negotiation Process</li> <li>• Key Steps in the Integrative Negotiation Process</li> <li>• Assessing the Quality of the Agreement</li> <li>• Factors that facilitate successful Integrative Negotiation</li> <li>• why Integrative Negotiation is difficult to achieve</li> <li>• Distributive Bargaining versus Integrative Negotiation</li> </ul> <p><b>Negotiation: Strategy and Planning</b></p> <ul style="list-style-type: none"> <li>• Goals- the focus that drives a Negotiation Strategy</li> <li>• Strategy-the overall plan to achieve one's Goals</li> <li>• Strategy versus Tactics</li> <li>• Understanding the Flow of Negotiations: Stages and Phases</li> <li>• Getting ready to implement the Strategy: The Planning Process</li> </ul>
<b>LEARNING ACTIVITIES</b>	<p>Participate in Forums to discuss current issues in Negotiation</p>
<b>HOMEWORK &amp; ASSIGNED READINGS</b>	<p>1. Read Chapter 3 and 4 of the book: "<a href="#">Negotiation</a>" and review Power Point Presentations</p> <p style="padding-left: 40px;">From the book: Negotiation: Readings, Exercises and Cases:</p> <p>2. Answer the questions of Exercise 4: Planning for Negotiations</p> <p>3. Read Case 1: Pacific Oil Company (A)</p> <p>4 Do the Reading 1.5 Effective Negotiating Techniques: From Selecting Strategies to Side-Stepping Impasses an Assumptions</p> <p>5. Answer Questionnaire 1 The Subjective Value Inventory (SVI)</p>
<b>DATE</b>	<b>WEEK 3</b>



<p><b>SPECIFIC OBJECTIVES</b></p>	<p><b>Continuation of Section 1: Negotiation Fundamentals</b></p> <ul style="list-style-type: none"> <li>Ethics in Negotiation</li> </ul>
<p><b>TOPIC (S)</b></p>	<p><b>Ethics in Negotiation</b></p> <ul style="list-style-type: none"> <li>A Sampling of Ethical Quandaries</li> <li>What do we mean by "Ethics" and why do they matter in Negotiation?</li> <li>Four approaches to Ethical Reasoning</li> <li>What questions of Ethical Reasoning arise in Negotiation?</li> <li>Why use Deceptive Tactics ?. Motives and Consequences</li> <li>What Factors shape a Negotiator's predisposition to use Unethical Tactics?</li> <li>How can Negotiators deal with the other party's use of Deception?</li> </ul>
<p><b>LEARNING ACTIVITIES</b></p>	<p>Participate in Forums to discuss current issues in Negotiation</p>
<p><b>HOMEWORK &amp; ASSIGNED READINGS</b></p>	<p>1. Read Chapter 5 of the book: "<a href="#">Negotiation</a>" and review Power Point Presentation</p> <p>From the book: Negotiation: Readings, Exercises and Cases:</p> <p>2. Write a brief report with ideas and comments about Exercise 19: The Buena Vista Condo</p> <p>3. Answer Questionnaire 3: The SINS II Scale</p> <p>4. Do the Reading 1.12: Negotiation Ethics</p>
<p><b>WEEK 4</b></p>	
	<p><b>Section 2: Negotiation Sub processes</b></p> <ul style="list-style-type: none"> <li>Perception, Cognition and Emotion</li> </ul>
<p><b>TOPIC (S)</b></p>	<ul style="list-style-type: none"> <li>Perception</li> <li>Framing</li> <li>Managing Misperceptions and Cognitive Bias in Negotiation</li> <li>Mood, Emotion and Negotiation</li> </ul>
<p><b>LEARNING</b></p>	<p>Participate in Forums to discuss current issues in Negotiation</p>



<b>ACTIVITIES</b>	
<b>HOMEWORK &amp; ASSIGNED READINGS</b>	<ol style="list-style-type: none"> <li>1. Read Chapter 6 of the book: "<a href="#">Negotiation</a>" and review Power Point Presentation</li>   <li>From the book: Negotiation: Readings, Exercises and Cases:</li> <li>2. Do the Reading 2.1 Negotiating Rationally: The Power and Impact of the Negotiator's Frame</li> <li>3. Do the Reading 2.4 Negotiating with Emotion</li> <li>4. Write a brief report with ideas and comments about Exercise 11 : Bestbooks/Paige Turner</li> <li>5. Answer Questionnaire 8 : The PMD Scale</li> </ol>
<b>DATE</b> <span style="float: right;"><b>WEEK 5</b></span>	
<b>SPECIFIC OBJECTIVES</b>	<p><b>Continuation Section 2: Negotiation Sub processes</b></p> <ul style="list-style-type: none"> <li>• Communication</li> <li>• Finding and Using Negotiation Power</li> <li>• Influence</li> </ul>
<b>TOPIC (S)</b>	<ul style="list-style-type: none"> <li>• Basic Models of Communication</li> <li>• What is Communication during Negotiation?</li> <li>• How People Communicate during Negotiation</li> <li>• How to improve Communication in Negotiation</li> <li>• Special Communication consideration at the close of Negotiation</li> <li>• Why is Power important to Negotiators?</li> <li>• A definition of Power</li> <li>• Sources of Power -How people acquire Power</li> <li>• The consequences of unequal Power</li> <li>• Dealing with others who have more Power</li> <li>• Two routes of Influence: an Organizing Model</li> <li>• The central route to influence: The Message and its Delivery</li> <li>• Peripheral routes to Influence</li> </ul>



	<ul style="list-style-type: none"> <li>The role of Receivers- Targets of Influence</li> </ul>
<b>LEARNING ACTIVITIES</b>	Participate in Forums to discuss current issues in Negotiation
<b>HOMEWORK &amp; ASSIGNED READINGS</b>	<p>1. Read Chapters 7, 8 and 9 of the book: "<a href="#">Negotiation</a>" and review Power Point Presentations</p> <p>From the book: Negotiation: Readings, Exercises and Cases:</p> <p>2. Do the Reading 2.8 Where Does Power Come From?</p> <p>3. Do the Reading 2.10 The Six Channels of Persuasion</p> <p>4. Do the Reading 6.4 Taking the Stress Out of Stressful Conversations</p> <p>5. Write a brief report with ideas and comments about Exercise 16 : Live8</p> <p>6. Answer Questionnaire 4: Six Channels of Persuasion Survey</p>
<b>DATE</b>	<b>WEEK 6</b>
<b>SPECIFIC OBJECTIVES</b>	<p><b>Section 3: Negotiation Contexts</b></p> <ul style="list-style-type: none"> <li>Relationships in Negotiation</li> <li>Agents, Constituencies, Audiences</li> </ul>
<b>TOPIC (S)</b>	<ul style="list-style-type: none"> <li>Forms of Relationships in Negotiation</li> <li>Key elements in managing Negotiations within Relationships</li> <li>The number of Parties in Negotiation</li> <li>How Agents, Constituents and Audiences change Negotiations</li> <li>Managing Agents</li> </ul>
<b>LEARNING ACTIVITIES</b>	Participate in Forums to discuss current issues in Negotiation
<b>HOMEWORK &amp; ASSIGNED READINGS</b>	<p>1. Read Chapters 10 and 11 of the book: "<a href="#">Negotiation</a>" and review Power Point Presentations</p> <p>From the book: Negotiation: Readings, Exercises and Cases:</p>



	<p>2. Do the Reading 3.6 Consequences of Principal and Agent</p> <p>3. Do the Reading 3.7 The Tension between Principals and Agents</p> <p>4. Do the Reading 3.8 When a Contract Isn't Enough: How to Be Sure Your Agent Gets You the Best Deal</p> <p>5. Write a brief report with ideas and comments about Exercise 17: The New House Negotiation</p> <p>6. Read. Case 5: Midwestern::Contemporary Art</p>
<b>DATE</b>	<b>WEEK 7</b>
<b>SPECIFIC OBJECTIVES</b>	<p><b>Continuation of Section 3: Negotiation Contexts</b></p> <ul style="list-style-type: none"> <li>• Coalitions</li> <li>• Multiple Parties and Teams in Negotiation</li> </ul>
<b>TOPIC (S)</b>	<ul style="list-style-type: none"> <li>• A situation with more than two Parties</li> <li>• How and Why a Coalition Form and develop</li> <li>• Standards for Coalition Decision Making</li> <li>• The Nature of Multiparty Negotiations</li> <li>• Managing Multiparty Negotiations</li> </ul>
<b>LEARNING ACTIVITIES</b>	Participate in Forums to discuss current issues in Negotiation
<b>HOMEWORK &amp; ASSIGNED READINGS</b>	<p>1. Read Chapters 12 and 13 of the book: "<a href="#">Negotiation</a>" and review Power Point Presentations</p> <p>From the book: Negotiation: Readings, Exercises and Cases:</p> <p>2. Do the Reading 3.10 Can't Beat Them? Then Join a Coalition</p> <p>3. Do the Reading 3.11 Building and Maintaining Coalitions and Allegiances throughout Negotiations</p> <p>4. Write a brief report with ideas and comments about Exercise</p>





	29: Bakery-Florist-Grocery6.
<b>DATE</b>	<b>WEEK 8</b>
<b>SPECIFIC OBJECTIVES</b>	<p><b>Continuation of Section 3: Negotiation Contexts</b></p> <ul style="list-style-type: none"> <li>• Interteam Negotiations</li> </ul>
<b>TOPIC (S)</b>	<ul style="list-style-type: none"> <li>• Intergroup Negotiations</li> <li>• Team-on-Team Negotiations</li> <li>• Accountability pressures in Teams'</li> <li>• Managing within-Team Dynamics</li> <li>• Aligning a Team's Interests</li> <li>• Implementing Team Discipline</li> </ul>
<b>LEARNING ACTIVITIES</b>	Participate in Forums to discuss current issues in Negotiation
<b>HOMEWORK &amp; ASSIGNED READINGS</b>	<p>1. Read Chapter 13 of the book: "<a href="#">Negotiation</a>" and review Power Point Presentation</p> <p>From the book: Negotiation: Readings, Exercises and Cases:</p> <p>2. Do the Reading 3.12: How to Manage Your Negotiating Team</p> <p>3. Write a brief report with ideas and comments about Exercise 13: Eurotechnologies, Inc</p> <p>4. Read Case 4: Bargaining Strategy in Major League Baseball</p>
<b>DATE</b>	<b>WEEK 9</b>
<b>SPECIFIC OBJECTIVES</b>	<p><b>MIDTERM EXAM (Sections 1 through 3)</b></p> <p><b>Section 4: Individual Differences</b></p> <ul style="list-style-type: none"> <li>• Individual Differences I: Gender and Negotiation</li> <li>• Individual Differences II: Personality and Abilities</li> </ul>
<b>TOPIC (S)</b>	<ul style="list-style-type: none"> <li>• Research on Gender Differences in Negotiation</li> <li>• Overcoming Gender Differences</li> <li>• Personality and Negotiation</li> <li>• Abilities in Negotiation</li> </ul>



	<ul style="list-style-type: none"> <li>Studying Successful Negotiators</li> </ul>
<b>LEARNING ACTIVITIES</b>	Participate in Forums to discuss current issues in Negotiation
<b>HOMEWORK &amp; ASSIGNED READINGS</b>	<p>1. Read Chapters 14 and 15 of the book: "<a href="#">Negotiation</a>" and review Power Point Presentations</p> <p>From the book: Negotiation: Readings, Exercises and Cases:</p> <ol style="list-style-type: none"> <li>Do the Reading 4.1: Women Don't Ask</li> <li>Do the Reading 4.2: Become a Master Negotiator</li> <li>Do the Reading 4.3: Should You Be a Negotiator?</li> <li>Answer Questionnaire 2: The Personal Bargaining Inventory</li> <li>Answer Questionnaire 5: The Trust Scale</li> <li>Answer Questionnaire 6: Communication Competence Scale</li> </ol>
<b>DATE</b>	<b>WEEK 10</b>
<b>SPECIFIC OBJECTIVES</b>	<ul style="list-style-type: none"> <li>Job and Salary Negotiations</li> </ul>
<b>TOPIC (S)</b>	<ul style="list-style-type: none"> <li>Strategies in Job and Salary Negotiations</li> </ul>
<b>LEARNING ACTIVITIES</b>	Participate in Forums to discuss current issues in Negotiation
<b>HOMEWORK &amp; ASSIGNED READINGS</b>	<p>From the book: Negotiation: Readings, Exercises and Cases:</p> <ol style="list-style-type: none"> <li>Do the Reading 1.7 Defusing the Exploding Offer: The Farpoint Gambit</li> <li>Do the Reading 3.8 When a Contract Isn't Enough: How to Be Sure Your Agent Gets You the Best Deal</li> <li>Do the Reading 3.9 This Is Not a Game: Top Sports Agents Share Their Negotiating Secrets</li> </ol>



	<p>4. Write a brief report with ideas and comments about Exercise 23: Salary Negotiations</p> <p>5. Write a brief report with ideas and comments about Exercise 24a Job Offer Negotiation: Joe Tech and Robust Routers</p> <p>6. Write a brief report with ideas and comments about Exercise 24b Job Offer Negotiation: Jane Tech and Robust Routers</p>
<b>DATE</b>	<b>WEEK 11</b>
<b>SPECIFIC OBJECTIVES</b>	<p><b>Section 5: Negotiation across Cultures</b></p> <ul style="list-style-type: none"> <li>• International and Cross-Cultural Negotiation</li> </ul>
<b>TOPIC (S)</b>	<ul style="list-style-type: none"> <li>• International Negotiations: Art and Science</li> <li>• What makes International Negotiations different?</li> <li>• The influence of Culture in Negotiation: Managerial perspectives</li> <li>• The influence of Culture in Negotiation: Research perspectives</li> <li>• Culturally Responsive Negotiation Strategies</li> </ul>
<b>LEARNING ACTIVITIES</b>	Participate in Forums to discuss current issues in Negotiation
<b>HOMEWORK &amp; ASSIGNED READINGS</b>	<p>1. Read Chapter 16 of the book: "<a href="#">Negotiation</a>" and review Power Point Presentation</p> <p>From the book: Negotiation: Readings, Exercises and Cases:</p> <p>2. Do the Reading 5.1 Culture and Negotiation</p> <p>3. Do the Reading 5.2 Intercultural Negotiation in International Business</p> <p>3. Write a brief report with ideas and comments about Exercise 34: 500 English Sentences</p> <p>4. Read Case 6: 500 English Sentences</p> <p>5. Read Case 7 : Sick Leave</p>



	6. Answer Questionnaire 7 The Cultural Intelligence Scale
<b>DATE</b>	<b>WEEK 12</b>
<b>SPECIFIC OBJECTIVES</b>	<b>Section 6: Resolving Differences</b> <ul style="list-style-type: none"> <li>Managing Negotiation Impasses</li> <li>Managing Difficult Negotiations</li> </ul>
<b>TOPIC (S)</b>	<ul style="list-style-type: none"> <li>The nature of Difficult-to-Resolve Negotiations and why they occur</li> <li>Fundamental mistakes that causes impasses</li> <li>How to resolve impasses</li> <li>Managing the Shadow Negotiation and Social Contract</li> <li>Responding to the other side's Hard Distributive Tactics</li> </ul>
<b>LEARNING ACTIVITIES</b>	Participate in Forums to discuss current issues in Negotiation
<b>HOMEWORK &amp; ASSIGNED READINGS</b>	<p>1. Read Chapters 17 and 18 of the book: "<a href="#">Negotiation</a>" and review Power Point Presentations</p> <p>From the book: Negotiation: Readings, Exercises and Cases:</p> <p>2. Do the Reading 6.3 Extreme Negotiations</p> <p>3. Do the Reading 6.5 Renegotiating Existing Agreements: How to Deal with "Life Struggling against Form"</p> <p>4. Do the Reading 6.8 Investigative Negotiation</p> <p>5. Write a brief report with ideas and comments about Exercise 22 : Ridgecrest School Dispute</p> <p>6. Read Case 2 Negotiating about Pandas for San Diego Zoo (A)</p>
<b>DATE</b>	<b>WEEK 13</b>
<b>SPECIFIC OBJECTIVES</b>	<b>Continuation of Section 6: Resolving Differences</b> <ul style="list-style-type: none"> <li>Third Party Approaches to Managing Difficult Negotiations</li> </ul>
<b>TOPIC (S)</b>	<ul style="list-style-type: none"> <li>Adding Third Party to the Two-Party Negotiation Process</li> <li>Types of Third-Party intervention</li> </ul>



	<ul style="list-style-type: none"> <li>• Formal Intervention Methods</li> <li>• Informal Intervention Methods</li> </ul>
<b>LEARNING ACTIVITIES</b>	Participate in Forums to discuss current issues in Negotiation
<b>HOMEWORK &amp; ASSIGNED READINGS</b>	<p>1. Read Chapter 19 of the book: "<a href="#">Negotiation</a>" and review Power Point Presentation</p> <p>From the book: Negotiation: Readings, Exercises and Cases:</p> <p>2. Do the Reading 6.7 When and How to Use Third-Party Help</p> <p>3. Write a brief report with ideas and comments about Exercise 32: Third-Party Conflict Resolution</p> <p>4. Read Case 3: Collective Bargaining at Magic Carpet Airlines: A Union Perspective (A)</p>
<b>DATE</b>	<b>WEEK 14</b>
<b>SPECIFIC OBJECTIVES</b>	<b>Section 7: Summary</b> Best Practices in Negotiation
<b>TOPIC (S)</b>	<ul style="list-style-type: none"> <li>• Be prepared</li> <li>• Diagnose the fundamental structure of the Negotiation</li> <li>• Identify and work the BATNA</li> <li>• Master the key paradoxes of Negotiation</li> <li>• Remember the intangibles</li> <li>• Actively manage Coalitions - Those against you, for you and unknown</li> <li>• Savor and protect your Reputation</li> <li>• Remember that Rationality and Fairness are relative</li> <li>• Continue to Learn for your Experience</li> </ul>
<b>LEARNING ACTIVITIES</b>	Participate in Forums to discuss current issues in Negotiation
<b>HOMEWORK &amp; ASSIGNED READINGS</b>	<p>1. Read Chapter 20 of the book: "<a href="#">Negotiation</a>" and review Power Point Presentation</p> <p>From the book: Negotiation: Readings, Exercises and Cases:</p>



	<ol style="list-style-type: none"> <li>2. Do the Reading 7.1 Best Practices in Negotiation</li> <li>3. Do the Reading 7.3 The Four Pillars of Effective Negotiation</li> <li>4. Do the Reading 7.4 Seven Strategies for Negotiating Success</li> <li>5. Do the Reading 7.5 Six Habits of Merely Effective Negotiators</li> <li>6. Write a brief report with ideas and comments about Exercise 41: A Team in Trouble</li> </ol>
<b>DATE</b>	<b>WEEK 15</b>
<b>SPECIFIC OBJECTIVES</b>	<b>FINAL EXAM (Sections 4 through 7)</b> <b>FINAL PROJECT</b> <b>Analysis and Review of the Course</b>
<b>TOPIC (S)</b>	<ul style="list-style-type: none"> <li>• Review of the main concepts, cases and examples of the course</li> </ul>
<b>LEARNING ACTIVITIES</b>	Participate in a special group Chat about the ideas, concepts, strategies and techniques learned during the course
<b>HOMEWORK &amp; ASSIGNED READINGS</b>	Review the list of documents, cases and examples of the course

### Instructional Methods

In developing methodological strategies, it is best to discuss them between teachers and students in an environment of freedom and mutual agreement in order to ensure that the students make them their own and take responsibility for their execution and for attaining the goals of this course.

The following strategies may be used in this class:

1. A review of the literature.
2. Check of the reading.
3. Analysis of assigned readings.
4. Group discussions.
5. Individual and group discussions.
6. Preparation of reports.



## Additional Instructional Materials and References

- [Getting to Yes: Negotiating Agreement Without Giving In](#) Paperback by [Roger Fisher](#), [William L. Ury](#) & [Bruce Patton](#) May 3, 2011
- [Secrets of Power Negotiating, 15th Anniversary Edition: Inside Secrets from a Master Negotiator](#) by [Roger Dawson](#) (Oct 20, 2010)
- [Negotiating with Giants](#) by Peter D. Johnston (Feb 10, 2012)

## Assessment Criteria and Methods of Evaluating Students

96 – 100%	<input type="checkbox"/> A
90 – 95%	<input type="checkbox"/> A-
87 – 89%	<input type="checkbox"/> B+
83 – 86%	<input type="checkbox"/> B
80 – 82%	<input type="checkbox"/> B-
77 – 79%	<input type="checkbox"/> C+
73 – 76%	<input type="checkbox"/> C
70 – 72%	<input type="checkbox"/> C-
67 – 69%	<input type="checkbox"/> D+
63 – 66%	<input type="checkbox"/> D
60 – 62 %	<input type="checkbox"/> D-
< 59%	<input type="checkbox"/> F

### Do not count on a curve!

Generally, the grades "A" through "C-" are considered passing grades. Grades "W" and "I" indicate that no grades were earned for the course. A "W" grade indicates that the student withdrew from the course. An "I" grade indicates that the student was passing the course, but failed to complete all the required course work. The instructor, in his/her discretion may grant an "I" grade instead of an "F", pending completion of the course work by the student within a specified time arranged by the instructor and told to the student. It is the student's responsibility to follow-up with the instructor to complete the course work. If the course work is not completed by the arranged time, the "I" grade becomes an "F".

## Distribution of Grade Elements

Exercises	- 20 %
Questionnaires	- 10 %
Mid-Term Exam	- 10 %
Forums Participation	- 30 %



Final Exam	- 10 %
Final Project	- 20 %
Total:	100 %

Date Syllabus Was Last Reviewed: 07-10-17

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