

Negotiations Sample Syllabus
Dispute Resolution Research Center (DRRC)

DISPUTE RESOLUTION RESEARCH CENTER (DRRC)

DRRC's central mission is to uphold its reputation as a nationally recognized center for research on conflict management, dispute resolution, and negotiation, as well as to be an internationally recognized provider of continuing education programs and teaching materials. Our collection of role-playing exercises promotes learning through student engagement.

<https://www.kellogg.northwestern.edu/research/dispute-resolution-research-center.aspx>

COURSE INFORMATION

This sample syllabus provides directions on how to develop a negotiations course that is highly engaging. By building your course around a series of DRRC negotiation exercises, your students will have opportunities to push themselves, experiment, and practice negotiating in a wide variety of contexts as they learn about themselves and their negotiation styles. The exercises listed below, and their associated teaching notes can all be found at DRRCexercises.com.

Please note: descriptions of each exercise/case are included in the appendix.

Course Schedule (5 weeks)

	Week	Topic	Potential Exercises (Choose One Per Week)
Basic Tools	1	Distributive Negotiations <i>First Offer, BATNA, Reservation Price</i>	<ul style="list-style-type: none"> - Biopharm/Seltek - Energetics Generex - Ocean Business Services - Coffee Contract
	2	Integrative Negotiations <i>Finding Hidden Potential</i>	<ul style="list-style-type: none"> - D-Loyal - Havana Plants - Zephyr - Kukui Nuts
	3	Simple Integrative Negotiations <i>Win-Win, Logrolling</i>	<ul style="list-style-type: none"> - Strengthen-U Mud Run (2 issues) - Sugar Bowl (integrative version)
	4	Advanced Integrative Negotiations <i>Multiple Issues (Scoring Systems)</i>	<ul style="list-style-type: none"> - AI.Training - Buy out! - Deep Space - New Car - New Recruit - Rubbermind
	5	Advanced Integrative Negotiations <i>Win-Win, Contingency Contracts</i>	<ul style="list-style-type: none"> - California Family - Moms.com - EverGreen - FlexFacturing

Course Schedule (10 weeks)

	Week	Topic	Potential Exercises (Choose One Per Week)
Basic Tools	1	Distributive Negotiations <i>First Offer, BATNA, Reservation Price</i>	<ul style="list-style-type: none"> - Biopharm/Seltek - Energetics GenereX - Ocean Business Services - Coffee Contract
	2	Integrative Negotiations <i>Finding Hidden Potential</i>	<ul style="list-style-type: none"> - D-Loyal - Havana Plants - Zephyr - Kukui Nuts
	3	Simple Integrative Negotiations <i>Win-Win, Logrolling</i>	<ul style="list-style-type: none"> - Strengthen-U Mud Run (2 issues) - Sugar Bowl (integrative version)
	4	Advanced Integrative Negotiations <i>Multiple Issues (Scoring Systems)</i>	<ul style="list-style-type: none"> - AI Training - Buy out! - Deep Space - New Car - New Recruit - Rubbermind
	5	Advanced Integrative Negotiations <i>Win-Win, Contingency Contracts</i>	<ul style="list-style-type: none"> - California Family - Moms.com - EverGreen - FlexFacturing
Advanced Tools	6	Agents and Deception <i>Ethics; Agents</i>	<ul style="list-style-type: none"> - Bullard Houses - Bradshaw Foundation
	7	Dispute Resolution <i>Interest, Rights, and Power Model</i>	<ul style="list-style-type: none"> - Chestnut Drive - Viking - Atalanta - Eazy's Garage
	8	Mediation in Disputes <i>Mediation, Leadership</i>	<ul style="list-style-type: none"> - Lovely Braids (<i>additional teaching points around diversity</i>) - Quickstop Mall - Culture and Community Mediation (<i>case</i>) - Drug Testing Program
	9	Social Dilemmas <i>Scarce Resources, Environmental</i>	<ul style="list-style-type: none"> - SHARC - Power: Hydroelectric Project in Québec (<i>case</i>) - Albion Basi
	10	Culture	<ul style="list-style-type: none"> - International Lodging Merger - Mouse - Omni-Channel - Fuyao Glass (<i>case</i>) - Tidal Tug

Course Schedule (15 weeks)

	Week	Topic	Potential Exercises (Choose One Per Week)
Basic Tools	1	Distributive Negotiations <i>First Offer, BATNA, Reservation Price</i>	<ul style="list-style-type: none"> - Biopharm/Seltek - Energetics Generex - Ocean Business Services - Coffee Contract
	2	Integrative Negotiations <i>Finding Hidden Potential</i>	<ul style="list-style-type: none"> - D-Loyal - Havana Plants - Zephyr - Kukui Nuts
	3	Simple Integrative Negotiations <i>Win-Win, Logrolling</i>	<ul style="list-style-type: none"> - Strengthen-U Mud Run (2 issues) - Sugar Bowl (integrative version)
	4	Advanced Integrative Negotiations <i>Multiple Issues (Scoring Systems)</i>	<ul style="list-style-type: none"> - AI.Training - Buy out! - Deep Space - New Car - New Recruit - Rubbermind
	5	Advanced Integrative Negotiations <i>Win-Win, Contingency Contracts</i>	<ul style="list-style-type: none"> - California Family Moms.com - EverGreen - FlexFactoring
Advanced Tools	6	Agents and Deception <i>Ethics; Agents</i>	<ul style="list-style-type: none"> - Bullard Houses - Bradshaw Foundation
	7	Virtual Negotiations	<ul style="list-style-type: none"> - Energetic-Generex, New Recruit, Zephyr (Simcase Collection) - Virtual Victorian
	8	Dispute Resolution <i>Interest, Rights, and Power Model</i>	<ul style="list-style-type: none"> - Chestnut Drive - Viking - Atalanta - Eazy's Garage
	9	Mediation in Disputes <i>Mediation, Leadership</i>	<ul style="list-style-type: none"> - Lovely Braids (<i>additional teaching points around diversity</i>) - Quickstop Mall - Culture and Community Mediation (<i>case</i>) - Drug Testing Program
	10	Social Dilemmas <i>Scarce Resources, Environmental</i>	<ul style="list-style-type: none"> - SHARC - Hydroelectric Project in Québec (<i>case</i>) - Albion Basin
	11	Culture	<ul style="list-style-type: none"> - International Lodging Merger - Mouse - Omni-Channel - Fuyao Glass (<i>case</i>) - Tidal Tug
Party	12	Introduction to Multi-party Negotiation	<ul style="list-style-type: none"> - Social Services - Commodity Purchase - Federated Science Fund

			- Housemates and COVID Conversations
	13	Multi-party <i>Coalition Formation; Trust</i>	- Harborco - Albion Basin - Galbraith and Company - Motorworks (<i>ethics teaching points</i>) - COVID-19 Vaccine Negotiation
	14	Multi-party, Within-group dynamics <i>Teams, Power Dynamics, Trust</i>	- Cascade Manor - Oceanwide - Panda
	15	Multi-party, Multi-culture Negotiations <i>Culture, Complex Interactions</i>	- Paton Medical Group Merger and Acquisition by Apex Group (Live Simulation) - Fillmore Lawns (Multi-round)

Appendix: Teaching Materials Descriptions

Teaching Material	Lessons	Description	Author(s)
AI.Training	Integrative potential, scorable, cross-cultural, human resource theme	Two-party, six-issue negotiation between a Romanian energy company and a US-based technical and training company.	Catherine Tinsley
Albion Basin	Multiparty, integrative potential, coalitions, government and public policy	Seven-party negotiation to reach an agreement concerning sustainable land use of Albion Basin, a watershed in Utah.	McKenzie Rees, Harris Sondak
Atalanta	Integrative, conflict management, dispute resolution, entrepreneurship	Two-party negotiation fraught with emotions between the owner of an e-commerce business and the fulfillment officer of a shipping company	Jennifer Whitson, Miguel Unzueta
Biopharm/Seltek	Deal making, distributive	Distributive negotiation over sale of a manufacturing facility.	Leonard Greenhalgh
Bradshaw Foundation	Trust and ethics, real estate	One-on-one, qualitative negotiation between two parties over the location of an art collection	Louisa Brad
Bullard Houses	Agents, trust and ethics, real estate	One-on-one, qualitative negotiation between agents over a piece of prime real estate. Emphasizes the role of agents, lying, misrepresentation, and trust.	Ron Karp; revised by Mox Tan, David Gold, Andrew Clarkson, Paul Cramer, Douglas Stone & Bruce M. Patton
Buy out!	Integrative potential	Negotiation between a telecommunications software company and an acquirer; introduces students to mixed-motive negotiations and scoring systems.	Sally Blount
California Family	Integrative potential	Two-party deal-making negotiation between a production company and television station over the syndication of a sitcom.	Max Bazerman, Ann Tenbrunsel
Chestnut Drive	Dispute resolution, real estate	Dispute between a group of neighbors and the company that is building a condo development at the end of their street.	Mark Gordon, Bruce Patton
Coffee Contract	Distributive	Distributive exercise over the coffee contract at the Cornell Hotel School.	Tony Simons, Thomas Tripp
Commodity Purchase	Multiparty, simulation	This simulation is best run with six participants in each group, but can be run with fewer. It involves a seller who has 100,000 pheasant eggs and up to five buyers who need the eggs for very different purposes	Leonard Greenhalgh
COVID-19	Multiparty, coalitions and	Five-party, multi-issue exercise which simulates a global	Chengyi Lin, Li Huang,

Vaccine Negotiation	power, cross-cultural, government and public policy	vaccine distribution negotiation.	Cynthia Wang
Culture and Community Mediation	Dispute resolution, cross-cultural	This exercise consists of 18 case studies that can be used to illustrate how norms for mediator behavior vary by culture, how different cultural institutions affect the nature of mediation, and how mediators have and use power differently in various cultures.	James Wall
Deep Space	Distributive, integrative potential, cross-cultural	Multi-issue negotiation between two cross-cultural tech companies.	Loran Nordgren, Cynthia Wang
D-Loyal	Integrative, deal making, entrepreneurship	Two-party, single-issue negotiation with hidden integrative potential between a tech startup that creates digital solutions for customer loyalty and a potential acquirer, Regal Fashion.	Li Huang, Chengyi Lin
Drug Testing Program	Meditation, dispute resolution	This three-party exercise involves a personnel manager, an employee assistance program coordinator, and an MBA-trained employee who has tested positive for marijuana. The personnel manager faces pressures to fire or rehabilitate the employee.	Leonard Greenhalgh
Eazy's Garage	Dispute resolution	Two-party qualitative dispute between a dentist and a garage station owner over a repair bill.	Bruce Patton
Energetics Genorex	Distributive, real estate	Two-party distributive negotiation based on a wind energy farm transaction.	W. Trexler Proffitt, Jr.
Evergreen – FlexFacturing	Distributive, manufacturing, real estate	Startup looking to buy a facility to manufacture its sustainable products.	Terri Kurtzberg
Federated Science Fund	Multiparty, coalitions	Three-person coalition exercise which manipulates the power of the players, the preferred distribution norm, and level of expected future interaction.	Elizabeth Mannix
Fuyao Glass	Cross-cultural, manufacturing, trust and ethics	This case builds upon the story presented in the Oscar- and Emmy-winning documentary film American Factory, which outlines how the Fuyao Glass Industry Group Co., Ltd. purchased a closed General Motors plant to launch a United States facility that leveraged the Group's Chinese manufacturing expertise.	Lina Deng, Kimberly Scott, Cynthia Wang, Jiang Yong Lu
Galbraith and Company	Multiparty, coalitions	Multiparty (5), multi-issue negotiation in which coalitions typically control the outcome.	Don Moore
Harborco	Multiparty, coalitions, environmental	Multiparty, multi-issue quantified negotiation involving a dispute over the building of a deep-water port.	Denise Madigan, Thomas Weeks

Havana Plants	Integrative potential	Two-party, single-issue negotiation with integrative potential.	Jeffrey Sanchez-Burks, Laura Rees, Cynthia Wang
Housemates and COVID Conversations	Integrative potential, brainstorming, creativity	Three-party exercise in which university student housemates negotiate an agreement for their house rules as the students return to campus during the pandemic.	Kira Atkinson, Laura Rees
Hydroelectric Project in Quebec	Environmental, public policy	This case study covers the documentary film “Power ,” which vividly depicts the rocky relationship between the James Bay Cree and Hydro-Québec after 1986, when the state-owned utility announced plans to build a hydroelectric complex on the Great Whale River near established Cree communities.	Stephen E. Weiss
International Lodging Merger	Cross-cultural	Quantified, integrative negotiation about the merger of a US and Brazilian hotel chain.	Tony Simons, Judi McLean Parks
Kukui Nuts	Integrative potential	Two-party, single-issue negotiation set in an informal social situation in which a brief networking interaction can become an opportunity to create value.	Shirli Kopelman, Georg Berkel
Lovely Braids	Conflict management, dispute resolution, mediation, diversity	Exercise involves a dispute between an employee and her manager, in which a high-power emergent third party intervenes to arbitrate/mediate the dispute. Additional learning points on DEI.	Stephen Humphrey, Cynthia Wang
Moms.com	Integrative potential	Two-party, quantified, deal-making negotiation between a film company and a TV station over the syndication rights for a TV series called Moms.com.	Ann Tenbrunsel, Max Bazerman
Motorworks	Conflict management, multiparty, environmental	Multi-party, multi-issue, multi-culture negotiation set in the context of a global emissions scandal.	Laura Rees
Mouse	Coalitions and power, multiparty, government and public policy	Six-party negotiation based loosely on EuroDisney's rocky start in France. Multi-party, multi-issue, and multi-cultural.	Geoffrey Fink, Maria Baute Stewart
New Car	Integrative potential	Two-party, multi-issue negotiation between a buyer and a seller for a Plymouth car.	Janice Nadler, Leigh Thompson, Michael Morris
New Recruit	Integrative potential, scoreable, human resources	Two-party, multi-issue, quantified negotiation over an employment contract	Margaret Neale
Ocean Business Services	Distributive, entrepreneurship	Two-party, single-issue, scoreable negotiation between a venture capitalist and an entrepreneur.	Brad Leve, Robert Macy, Stephen Humphrey

Omni-Channel	Distributive, cross-cultural	Multi-issue, team-on-team, cross-cultural negotiation situated in the context of technology licensing in the TV space.	Nir Halevy, Amir Kaspi
Quickstop Mall	Dispute resolution, mediation, real estate	Mediation simulation that presents the challenge of a dispute that does not lend itself to an economic resolution.	Lynn Cohn
Rubbermind	Distributive, integrative potential, scoreable	Two-party, eight-issue, scoreable negotiation between the CEO of a new venture looking to hire an animator.	Brad Leve, Robert Macy, Stephen Humphrey
SHARC	Coalitions and power, game theory	Four-party social dilemma based on a real-life crisis in the northeastern fishing industry.	Kimberly Wade-Benzoni, Ann Tenbrunsel, Max Bazerman
Social Services	Multiparty, scoreable, distributive	Three-party, scorable, distributive exercise set in the public service sector.	Denise Madigan
Strengthen-U Mud Run	Distributive, integrative potential, scoreable	Two-party, two-issue, scoreable negotiation between the coordinator of an event and the public relations manager of a chain restaurant.	Brad Leve, Robert Macy, Stephen Humphrey
Sugar Bowl	Distributive, integrative potential	Short exercise with a relatively generous positive bargaining zone that often leaves both sides initially feeling successful, but later realizing they might have gotten a better distributive outcome.	Gaylen Paulson
Tidal Tug	Multiparty, coalitions, environmental, cross-cultural	This multi-party negotiation draws attention to important issues of sustainability, diversity, equity, and inclusion. Structured from realistic environmental and Indigenous concerns regarding marine ocean transportation.	Kira Atkinson, Laura Rees
Viking	Dispute resolution, real estate	Complex multi-issue, two-party negotiation of a dispute between a real estate developer and a subcontractor; emphasizes escalation of commitment and the effects of focusing on rights or interests in dispute resolution.	Leonard Greenhalgh
Virtual Victorian	Distributive, agents	Distributive, house buying negotiation that is carried out through agents and via email.	Wendi Adair, Gaylen Paulson, W. Trexler Proffitt, Jr.
Zephyr	Integrative potential, cross-cultural, trust and ethics	Introductory integrative negotiation that can be used to introduce the concepts of Interests vs. Positions, BATNAs, ZOPAs, and Reservation Prices. Students will learn how to overcome negative bargaining zones by adding issues that are not immediately obvious.	Miguel Unzueta, Cynthia Wang