



Gold Coast, Australia

**Faculty of Business, Technology &
Sustainable Development**

School of Business

MGMT 13-321
“Negotiation”

SUBJECT OUTLINE

January 2009 Semester
Dr. Amy L. Kenworthy
Associate Professor of Management



School of Business
Faculty of Business, Technology and Sustainable Development

MGMT 13-321, Negotiation

- INSTRUCTOR:** Dr. Amy L. Kenworthy
Office: Level 3, Room 02 Business School
Phone: 5595-2241
Email: akenwort@bond.edu.au
- SEMESTER:** January, 2009
- CLASS TIMES:** Thursday 2:00-4:00pm & Friday 10:00am-12:00pm (section 1)
Thursday 10:00am-12:00pm & Friday 12:00-2:00pm (section 2)
- OFFICE HOURS:** Thursday 12:00-2:00pm; Thursday/Friday 9:00-10:00am and by appointment
- PRE-REQUISITES:** Students must have successfully completed Organisational Behaviour (MGMT11-101) or equivalent in order to undertake MGMT13-321

ATTENTION STUDY ABROAD STUDENTS – BY ENROLLING IN THIS SUBJECT IT IS ASSUMED THAT YOU HAVE ALL NECESSARY PRE-REQUISITES. IF YOU ARE UNCERTAIN PLEASE SPEAK TO YOUR LECTURER OR ONE OF THE FACULTY ADVISERS FOR CLARIFICATION.

SUBJECT AIMS:

This subject is designed to provide a foundation in negotiation theory and practice. The primary objective of this subject is to develop your interpersonal, analytical and communication skills through negotiation simulations and discussions. A variety of settings and media will be utilized in this subject, reflecting the various situations in which negotiations take place today. As a student in this subject, you will negotiate in one-on-one, small group and team-based negotiations. In addition to engaging in face-to-face negotiations, you will also negotiate over the internet.

LEARNING OBJECTIVES:

At the conclusion of this subject, you should be able to:

- Describe the key components of preparation for a negotiation and the key tools available for use when negotiating
- Develop a personal approach to your negotiation preparation and reflection
- Discriminate between others' approaches to negotiation, as demonstrated by their verbal and non-verbal communication
- Analyse your strengths and challenge areas as a negotiator and devise a plan for personal development and progression

- Evaluate the most appropriate approaches for moving forward given the variability of negotiation topics, importance, timing as well as the personalities and intentions of the person(s) you are negotiating with

GRADUATE ATTRIBUTES

All subjects at Bond University are designed to assist students in the development of graduate attributes. The attributes that will be developed as part of this subject include:

1. Knowledge & Critical Thinking

The textbook for this course is widely regarded internationally as the premiere text on negotiation. We review concepts from the text as part of this subject on a weekly basis, as a tool for developing your discipline-specific knowledge.

As part of your pre-negotiation journals, you are expected to develop your abilities to acquire, evaluate and integrate knowledge both from the text and required readings as well as your experiences as a student and a negotiator. I will look for a demonstrated increase in your individual capacity to apply knowledge of this subject to both understand and examine negotiation outcomes. As part of our discussions, I will ask you to continuously integrate your experiences in the negotiation simulations and your real-world project, as well as those from your other classes and personal experiences, into our discussions of negotiation theory and practice. Negotiation is an art that requires continuous reflection and integration from all aspects of personal and professional life.

To succeed in this real-world consulting project, you will have to demonstrate effective critical thinking and problem solving skills. There is no one right way or correct path for consultants; your skill set and problem-solving abilities as a group will ultimately determine your success. Similarly, to create a real-world product or service that will be immediately implemented (and is focused on reducing conflict or increasing persuasion skills), you will engage in creative idea generation.

2. Leadership, Initiative & Teamwork

The group project for this course will require you as a member of a team to develop your entrepreneurial vision and implementation skills. The projects are self-selected by each team. I will assist you in any way I can, but in the end, the final outcome is a result of your vision, initiative and implementation skills.

The success of your consulting group will be determined by your abilities to demonstrate effective intra-group leadership, conflict resolution and decision-making skills. These skills will not only stem from the discipline-specific theory we discuss each week, but also apply to every group experience you will have in your personal and professional lives. A large part of being a successful negotiator is understanding how to positively utilize conflict in groups (conflict in groups is inevitable, creating something positive out of it takes awareness, understanding and practice).

3. Communication Skills

Every week, you will engage in negotiation simulations designed to increase your verbal presentation and persuasion skills. These simulations will also test your non-verbal communication skills, particularly in terms of cross-cultural awareness and sensitivity. Finally, your consulting project report and the product or service you produce for your real-world organization partner will need to be at a professional level of written and/or verbal communication appropriate to the industry and profession.

4. Responsibility

Your real-world project will require working with individuals from the local community. As such, you will be exposed to issues and needs that may not be a part of your daily life (e.g.,

homelessness, bullying, neighbourhood disputes). You will need to remain focused on diversity awareness and sensitivity, and should also be developing your understanding of issues related to civic and social responsibility; we will spend a fair amount of time talking about ethical issues related to negotiation theory and practice. Finally, to effectively interact with real-world businesses will require a very high level of professionalism.

REQUIRED READINGS & MATERIALS:

- (1) Lewicki, R.J., Barry, B. & Saunders, D.M. 2007. *Essentials of Negotiation* (4th Edition). New York, NY: McGraw-Hill/Irwin.
- (2) *Getting Past No: Negotiating Your Way From Confrontation to Cooperation* (1993). W. Ury. Bantam Books.
- (3) *Getting To Yes: Negotiating Agreement Without Giving In* (2nd Edition, 1991). R. Fisher, W. Ury, and B. Patton. Penguin Books.

LEARNING ENHANCEMENT ACTIVITIES & ASSESSMENT:

Developmental Activities: In this subject, you will participate in the following activities designed to enhance your learning throughout the subject.

Negotiation simulations, in-class reflective exercises, feedback to and from negotiation partners, feedback from instructor, in-class group debriefing, group project feedback meetings, introductory group presentation, midsemester examination feedback and journals that are turned in as practice journals (with feedback).

Assessment: In this subject, you will have a number of assessment activities that will be marked and will determine your final grade for this subject. Please note: where possible, these assessment activities will also be used in a developmental way to further enhance your learning in this subject.

- Midterm and Final Examinations (65% total: 25% for midterm & 40% for final):
- Group Consulting Project (35%total: 10% individual paper & 25% group project):

NOTES ABOUT ASSESSMENT:

Please note that members of this Faculty actively enforce all Bond University academic policies. For a detailed description of these policies, see:

<http://www.bond.edu.au/students/manage/policies/index.html>

Mid-semester Deferred Examinations: Deferred mid-semester examinations will be conducted Friday 12:00-2:00pm during Weeks 8 & 9 in a central location (TBA). If you have an approved application for a deferred mid-semester exam, you will be required to be available at these times; individual times will not be arranged.

CLASS PROCEDURES:

Discussions:

As a member of this class, you bring your own experiences and viewpoints to the classroom. You are encouraged to actively share these views as we discuss the subject topics throughout the semester. Constructive discussion requires willingness to share our own experiences, thoughts, and feelings while actively listening to those of other students. We have much to learn from one another.

Subject Format:

The format for most of our class sessions will be as follows:

First session each week – you should come to class **on time** and prepared to negotiate. Negotiations will take place, with the exception of one or two weeks, during the first class period. Following the negotiations, we will discuss your goals, processes, and outcomes. You should come to class with your pre-negotiation journals as you will use them to negotiate.

Second session each week – the class will discuss our negotiations in the context of negotiation theory. During some sessions, preparation for the upcoming negotiation will take place in class.

Subject Preparation:

Preparation is extremely important for these exercises. To encourage each of you to prepare fully for the role you will play in each exercise, I will offer to review your pre-negotiation journals at two points throughout the semester. These journal submissions are optional and will not be part of your final grade for the subject, rather, they are an opportunity for me to give you feedback on your preparation for negotiations (and as an indicator of how you will do on the examinations). See Appendix One for the pre-negotiation journal entry template.

Attendance:

Attendance is a necessity for this subject (the attendance policy is discussed below). This includes being prepared for and participating in all exercises. Attendance is crucial to the success of this subject, because if one person is absent or not prepared, that person's partner(s) for the exercise is adversely affected. Exercises are scheduled every week, so you have to make a real time commitment to this class. The only way to learn in this class is to be there – negotiation is a skill as well as an art – practice can make you better.

ATTENDANCE POLICY:

Regarding Attendance, the penalties for those who miss class are severe. You are allowed to miss one class without penalty. If you are going to miss a negotiation, you are responsible to either: (1) arrange to negotiate with your partner outside of class prior to the debriefing (BEFORE the class we negotiate in) or (2) find someone to substitute for you during class and another person to negotiate with you as your partner.

For each class you miss beyond the one allowed, your final grade will be reduced by 10%. This penalty will double to 20% if you do not make prior arrangements for your negotiation partner(s) (i.e., provide a substitute or reschedule outside of class). I realise that these penalties are stiff, but they are necessary to ensure that the class runs smoothly for everyone. Only genuine, verifiable emergencies or major commitments that are discussed with me beforehand will be excused beyond the one permitted absence. Please schedule other activities around this class.

SUBJECT REQUIREMENTS:

Negotiation Journals (required as practice for examinations)

As a student in this subject, you must keep a journal of your negotiation experiences. Pre- and post-negotiation entries are recommended for each negotiation in this subject. The format for journal entries can be seen in Appendix One (pre-negotiation) and Appendix Two (post-negotiation). *The journals that I offer to review should be no more than four pages in length and typed in Times New Roman font (12 point).* Journals are to be kept strictly confidential – only you and I will see these entries. Confidentiality is important given the nature of the journal entries – you will be thoroughly processing and reflecting on the actual negotiation, your own behavior, and the behavior of the person(s) you negotiated with. Your midterm examination will be primarily based on a journal format, so you will receive another round of detailed feedback from that exercise. Finally, you should use my office hours to come and discuss any journal work you have questions about throughout the semester.

Midterm and Final Examinations (65% total, 15% for midterm & 50% for final):

The midterm and final examinations will require you to write a pre-negotiation journal (the situation will be described in your examination paper), to summarize what you have written in earlier post-

negotiation journals (incorporating theory) and to reflect upon what you have learned about yourself as a negotiator. Your work on your journals will provide you with a strong foundation for the examinations; take them seriously and practice. Note: You must receive an average of 50% or higher (i.e, passing grade) on the examinations to pass the class.

Group Consulting Project (35%total: 10% individual paper & 25% group project):

The required group project has been designed as an opportunity for you to use the concepts you will learn in this subject by applying them to a real-world organisation. Groups of 4 or 5 students will serve as consultants working with a local non-profit organisation. Student groups are expected to negotiate their way to an effective group experience – this “team” project has been incorporated based on the increasing use of teams in the business world. Each group will produce a tip sheet, brochure, game or other useful product on conflict resolution. The projects are to be of the quality that will be immediately used by the non-profit organisation. *You must have the organisation and project approved by me.*

This project will benefit everyone in a number of ways: (1) the organisations you are working with will receive a usable product designed to meet a current organisational need, (2) each of you will attain consulting experience applying negotiation theories to real-world conflict situations and (3) each group member should obtain a copy of the final product that can be attached to/referenced in his/her resume portfolio.

The graded components of your group project include a report on the group project and an individual assessment about what you learned from doing this project.

The group project report should include three sections: (1) your group’s strategy (pre-negotiation) for the project negotiation (see Appendix Three), (2) a description of your research and development of the product and (3) quotes, comments and reflections from your group members and the non-profit organisation staff & clients about how the product will benefit the organisation. A sample of your product should be attached.

For the individual assessment, each group member will write an individual short paper reflecting on how the project related to subject concepts and what was learned during the project (focusing on topics related to you as a negotiator) (see Appendix Three). Assessments should be no longer than 4 pages long (12-point Times New Roman font, double-spaced). Peer evaluations **will** be administered and incorporated into project grades.

The group project assessment percentages are as follows:

- (1) *Quality, Appropriateness, & Comprehensiveness of Product (as described in Product Report & presentation): 25%*
- (2) *Presentation of Product: 0% (stress free presentation)*
- (3) *Individual Assessment of Project: 10%*

Please Note: Papers or reports turned in late will incur a penalty of 10 points per day.

CLASS REPRESENTATIVE:

At a point during weeks 1 or 2, students in the class will be asked to choose a class representative. The role of a class representative is to serve as a communication channel between students enrolled in a subject and the subject’s faculty member. Ideally, all students will communicate with faculty members directly; however, given the multicultural student body at Bond, there may be students who require non-direct communication channels. The class representative position is a leadership position requiring high levels of interpersonal communication skill.

TEACHING PHILOSOPHY:

My teaching philosophy is grounded in the belief that people learn through doing – that concrete experience coupled with active reflection is one of the best approaches to learning. I believe that we learn from failures as much as success, and that the classroom experience is not restricted to the classroom environment. I'll ask you to contribute to this process in equal, albeit different, ways to the contributions that I make. My overall goal is to stimulate passion and excitement in you about this subject, to encourage interest and enthusiasm for life-long curiosity, application and learning, and finally to create an environment where we all work together to create the highest levels of individual and shared learning possible.

ACADEMIC DISHONESTY:

Cheating and plagiarism will not be tolerated. These acts are morally wrong and unfair to other students. If anyone is caught cheating on exams, copying from another student's written work from either this or a previous semester, or copying from a book without proper referencing, I will pursue all actions allowed by the Faculty of Business and university policies. Even if an assignment is only worth a small percentage of your grade, cheating or plagiarism can result in a failure for the subject or, in special cases, an annulled grade or expulsion from the university.

I am aware of a number of cases at Bond where students have been failed for the subject, received an annulled grade, been suspended, or been expelled. These cases have been painful and embarrassing for the individuals involved and for their families. Please do not put yourself in this position.

NEGOTIATION SUBJECT OUTLINE - 2009

WEEK	TOPIC	SESSION 1	SESSION 2
Wk 1: Jan 19	<i>Introduction to Negotiation</i>	Subject Overview	- Questionnaire (Mgmt. of Diff.) - Chapter on Individual Differences in subject packet (read for today!)
Wk 2: Jan 26	<i>Preparing for Negotiations</i>	Negotiation	- Chapter 1 (skim/review) - Chapter 4 - “Thrust & Parry” article - “Games Negotiators Play” article
Wk 3: Feb 2	<i>Integrative Style & Getting To Yes</i>	Negotiation	- Chapter 3 - <i>Getting to Yes</i> (book) - GTY author interview articles
Wk 4: Feb 9	<i>Distributive Style & Getting Past No</i>	Negotiation	- <i>Getting Past No</i> - Chapter 2
Wk 5: Feb 16	<i>Consulting Projects</i>	Negotiation	Consulting Project Meetings
Wk 6: Feb 23	MIDTERM WEEK	Negotiation & Midterm review	Midterm Examination (held during class period)
Wk 7: Mar 2	<i>Project & Review Week</i>	Project Working Day (no formal class held today)	Examination Review & Debrief
Wk 8: Mar 9	<i>Communication & Persuasion</i>	The Unexpected HANDS-ON experiential exercise	- “Change the Way you Persuade” article Watch: Cialdini’s video “Power of Persuasion”
Wk 9: Mar 16	<i>Perception</i>	Negotiation	- Chapter 5 - Textbook pp. 137-146 - “The Power of Talk” article - “Deals Without Delusions” article
Wk 10: Mar 23	<i>Ethics & Dealing with Difficult Situations</i>	Negotiation	- Chapter 8 - “Investigative Negotiation” article - “Getting Past Yes” article Consulting Project Meetings
Wk 11: Mar 30	<i>Global Negotiations</i>	Negotiation	- Chapter 11 - “The Hidden Challenge of Cross-Border Negotiations” article - “The Chinese Negotiation” article
Wk 12: Apr 6	<i>Subject Projects & Team Neg.</i>	Consulting Project Presentations	Good Friday (No class scheduled for either section, Thurs. or Fri. of this week... Study and practice instead!)
Wk 13: Apr 13		Final Examination Review	Final exam held during the University’s scheduled exam week; the time and date will become available mid-semester. Everyone MUST take the exam at this time. No exceptions will be made.

APPENDIX ONE - PRE-NEGOTIATION JOURNAL

PRE-NEGOTIATION JOURNAL BASIC COMPONENTS	
Situation/Person (brief overview of your situation and brief overview of what you think about, and know about, the other negotiator(s))	
Goals	You Need: <ul style="list-style-type: none"> - <u>your</u> goals and <u>their</u> goals (have two sections here) - tangible & intangible goals (label each goal as “T” or “I”) - SMART (specific, meaningful, achievable/realistic, time-bound) - Ranges (resistance point/target point/anchor point)
BATNA (yours and theirs, is yours high/med/low?)	
Overall approach (importance of issues & importance of relationships, primary and secondary approach)	
Frames	
Tactics	
Questions you will ask them	
Questions they will ask you AND Responses to their difficult questions	
Concessions	Have two sections: <ul style="list-style-type: none"> - those concessions that you could give to them AND - those concessions that you could ask from them.
Things to work on (from self-reflection in post-negotiation journals, feedback & earlier personal lessons learned)	
Theory (What theory applies to this negotiation? What theory helped you plan/prepare for this negotiation?)	

PLUS:

*****Prioritizations** (prioritize your goals, concessions, and questions you will ask them)

*****Creativity** (throughout the journal)

***These two components are not individual sections of the journal, rather, they are things I will look for in the other sections.

APPENDIX TWO - POST-NEGOTIATION ENTRY

Please go beyond simply thinking about the back-and-forth communications that took place during the negotiation... rather, you should think about your thoughts, feelings, strategies, responses, etc. Be sure to use the texts to fully process what happened during your negotiation.

- (1) How did the negotiation go? Did it go as you planned?
- (2) What did you learn about yourself as a negotiator?
- (3) What is the name of the person (people) with whom you negotiated? Briefly describe him/her/them as a negotiator(s) – tell me the good as well as the bad. *(Please be candid. No one else will read your journal - journals are strictly confidential).*
- (4) Which readings proved relevant to this negotiation? Were they helpful? Why or why not?
- (5) What did you learn about negotiating as a process?

POST-NEGOTIATION JOURNAL BASIC COMPONENTS
Outcome (the actual components of the outcome)
Process discussion (what were the critical points in the negotiation where things shifted, changed, or became clear?)
Lessons learned & things to work on (these should be specific to the things YOU need to develop to be a better negotiator)
Discussion of other negotiator(s) (keep this brief but focus on key personality and/or stylistic traits or characteristics)
Theory integration (what theory relates to what you experienced or tried to do today?)
Fit (did everything happen the way you thought it would, when you refer back to your pre-negotiation journal? What is the fit between your expectations and the reality of what happened?)

APPENDIX THREE

CONSULTING PROJECT - PRE-NEGOTIATION SHEET

(1) Goals

- a) Ours (i.e., what would be the best possible outcome for us, what's the most likely outcome, and what's our BATNA).
- b) Those of the person/people I am negotiating with (what's our best guess).
- c) What do we want to get out of this (e.g., learning, consulting experience, feeling good about helping a non-profit community organisation)

(2) Information

- a) Information we seek,
- b) Information that will most likely be sought from us,
- c) Our strategy for seeking information (e.g., questioning, trading, etc.),
- d) Our strategy for disclosing information (e.g., be open, trade information, refuse to disclose information),
- e) Materials/information/resources we should bring to the table, and
- f) Materials/information/resources we will ask for during our negotiation.

(3) Negotiation Strategy

- a) What's our approach going to be?
- b) How much time will we have for the negotiation meeting?
- c) Who will speak during the negotiation (e.g., designated speaker, everyone, different team members for different aspects of the negotiation)?

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CONSULTING PROJECT – INDIVIDUAL ASSESSMENT OUTLINE

Your project assessments should be a minimum of 3, and a maximum of 4, pages long (double-spaced). The content of your summaries should include reactions/responses to the following:

1. Examples of how the project related to course concepts (e.g., skills and strategies for negotiation/conflict management, tools for negotiating, group negotiations in your project groups, stepping into others' shoes),
2. What motivated you to do this project (e.g., grades, required component of the course, feeling good about helping others, wanting to be a productive / contributory part of your community, ability to learn about the community around you), and
3. What you learned from doing this project (e.g., about yourself, about your team mates, about the interconnectedness of community and your current and future roles in it, and about the non-profit organization staff and clients).

NOTE: The bulk of your writing should be focused on what you learned (section 3 above). However, all three of the sections should be addressed in your assessment.

Faculty of Business, Technology & Sustainable Development

Student Code of Conduct

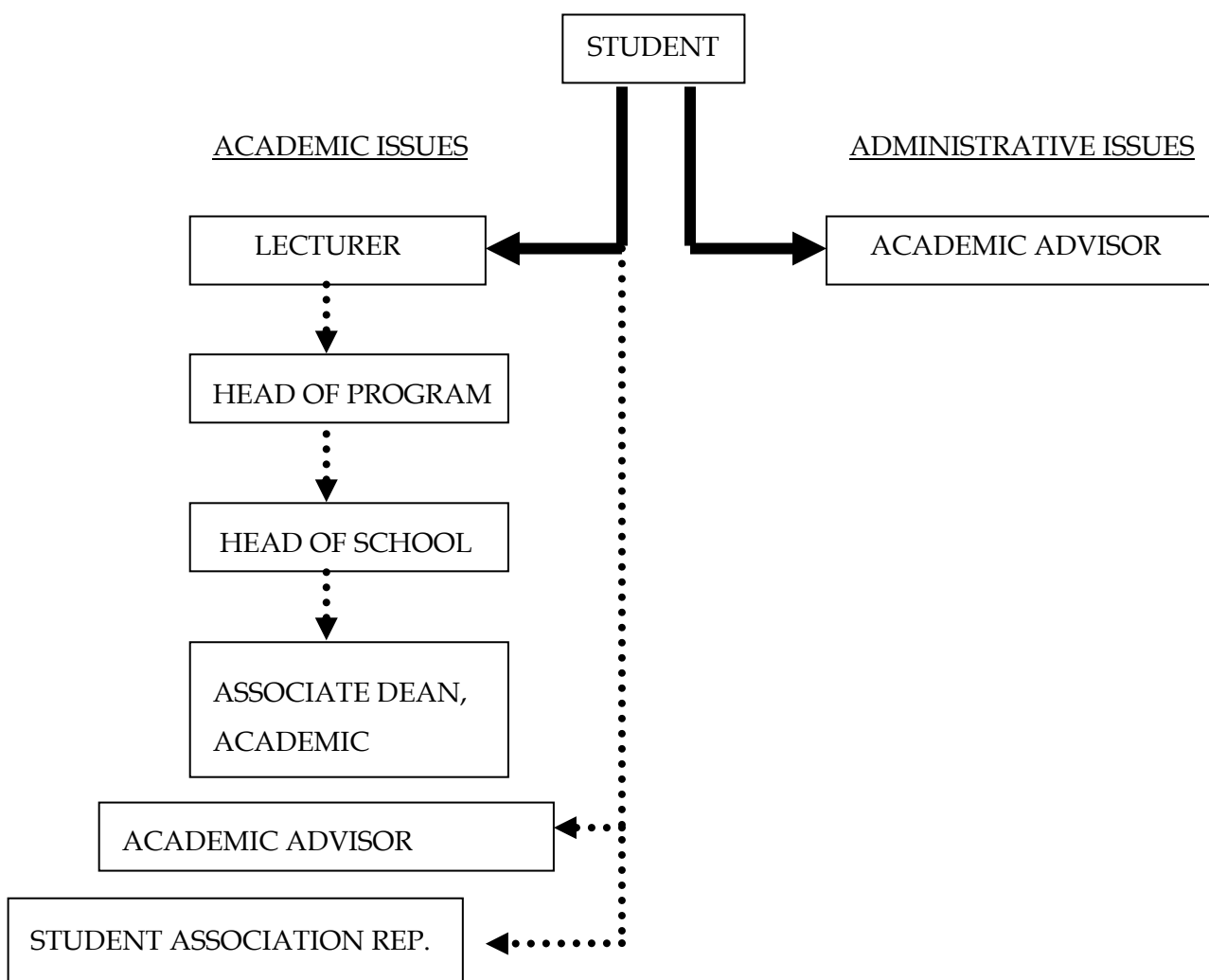
The objective of the teaching and administrative staff of the Bond University Faculty of Business, Technology and Sustainable Development is to offer students a superior business education. To achieve this objective, we expect students, faculty and staff to adhere to a highly professional code of conduct.

For specific information about the Student Conduct Code, please refer to the University's Handbook of Regulations (<http://www.bond.edu.au/students/manage/handbook/Part3DisciplineRegs.pdf>), page 13. In this Code, please note section 2a which defines the following as misconduct (paraphrased):

“Disrupting or obstructing an official University activity... including classroom related activities, studying, teaching...”

Students who are found to have either disrupted teaching activities or demonstrated any of the other types of misconduct will be reported to the Faculty and larger University. A permanent record of the misconduct will be placed in the student's personal file.

Recommended Behaviour for Dispute Resolution



PLAGIARISM IN THE FACULTY OF BUSINESS, TECHNOLOGY & SUSTAINABLE DEVELOPMENT

It is important that you, as a student, know exactly what is and what is not plagiarism. The penalties for plagiarism are severe, yet many students resort to it. This leaflet aims to help students avoid falling into the trap!

What is plagiarism?

Plagiarism is defined by the Macquarie Dictionary ¹ as "the appropriation or imitation of another's ideas and manner of expressing them ... to be passed off as one's own". At universities in Australia, plagiarism is regarded as cheating and is treated with disciplinary action.

Plagiarism includes:

- quoting, paraphrasing, copying, or in any way using ideas from a published or unpublished source without proper acknowledgement or referencing;
- copying the work of another student;
- directly copying any part of another person's work without appropriate acknowledgement;
- receiving help from another person to the point that the work is not your own;
- submitting the same or slightly adjusted assignment in two subjects;
- using experimental results obtained by another person without proper acknowledgment;
- duplicating any work in magnetic form, such as a computer readable spreadsheet;
- submitting work developed jointly with another person without acknowledging this fact;
- using or developing an idea or thesis derived from another person's work without appropriate acknowledgement.

Penalties

The Faculty considers that cheating is a very serious matter. Students found to have cheated must expect to receive the full penalty.

The penalties for plagiarism can be very severe. The penalty range includes:

- failure in the piece of assessment;
- failure in the subject with a mark of zero
- failure with an annulled grade (this shows on your transcript forever that you have been found guilty of cheating);
- suspension from the University;
- permanent expulsion from the University.

The latter three penalties require confirmation by the Academic Senate.

If you are in doubt, seek clarification from your lecturer, the Library or the Faculty's handout on plagiarism available from reception, or your student association.

¹ Macquarie Dictionary Federation Edition, Ed. A. Delbridge, ©2001 The Macquarie Library, pg 1457.

Course Pack Insert

FACULTY: BUSINESS, TECHNOLOGY & SUSTAINABLE DEVELOPMENT

SCHOOL: BUSINESS

DEPARTMENT: MANAGEMENT

SUBJECT NAME: NEGOTIATION

SUBJECT NUMBER: MGMT 13-321

PURPOSE DESCRIPTION: SUBJECT READINGS, JANUARY SEMESTER 2009

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Acknowledgments Page

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