MANAGING DIFFERENCES:
RESOLVING CONFLICT & NEGOTIATING AGREEMENTS

RDEV 688E

FACULTY:
EMAIL: 
PHONE: 
APPOINTMENTS: By appointment; please email to arrange a meeting

COURSE ABSTRACT

This course is designed to enhance the student’s negotiation and leadership skills for managing differences between individuals and groups. The students will study the nature of conflict, learn how to handle two and multiparty conflicts. The course will be a blend of skill building exercises and theory discussions about the behavior of individuals to understand the negotiation dynamics.

REQUIRED TEXTS:


Books are in paperback and readily available at many bookstores, Amazon, or the Program on Negotiation Clearinghouse, Harvard University. Their website is: http://www.pon.org/catalog/index.php.

Exercises and Case Studies are from the Harvard Negotiation Program and some reproduced articles will be provided in class. Each student will be charged approximately
$35 for the exercises which covers royalties and shipping costs. Students who might have financial difficulties should notify the instructor at the beginning of the course.

**COURSE OBJECTIVES:**

Students who complete the course successfully will:

- Show mastery of the interest-based negotiation model of conflict resolution and the psychological foundations of difficult conversations.
- Investigate and apply models of negotiation decision-making through role-playing and negotiation preparation.
- Demonstrate mastery of interest-based (principled) negotiation by completing an analysis of a two-party conflict.
- Demonstrate mastery of all major course concepts through the analysis and formal presentation of a multi-party conflict, major real estate or public policy issue/conflict.

**MAJOR ASSIGNMENTS:**

Each of the following will be detailed later in the course.

**Principled-Negotiation Analysis (5-7 pages)**

Students are to demonstrate mastery of interest-based (principled) negotiation by completing an analysis of a two-party conflict. The paper must reference all nine elements and detail the type(s) of conflict styles present. The paper must demonstrate the capacity to step back from the conflict, analyze the situation from all perspectives and then draw some conclusions.

**Integrated Analysis Presentation (12-15 minutes)**

Students are to prepare a presentation that demonstrates mastery of all major course concepts through the analysis of

1. a multi-party conflict in which you are directly a party, or
2. a real estate or public policy issue of interest to the student, or
(3) a significant public policy issue about which you have significant knowledge either because of personal interest, professional linkage or study from another course.

Specific presentation topics will be submitted for approval during our fifth session. The presentation must reflect a synthesis of the course concepts in the analysis. The paper must demonstrate proficiency in use of the nine elements, multiparty process and difficult conversations. The highest presentation grades will be earned by demonstrating a proficiency in the use of other frameworks covered in class: e.g., circle chart analysis, conflict styles, choice charts, and other concepts covered in the readings. A superior presentation reflects an integration of these frameworks. If a topic is chosen that has already been resolved, the student must critique what happened and how the conflict could have been handled differently to produce a better result. This means that a completed negotiation should be one where significant improvements could have been achieved.

Participation:

It is critical that you be able to attend all classes. Winter courses are compressed and intense with small numbers of participants. Any student missing class is a detriment to the value of the class not only for them, but the other students as well. If you are unable to meet with the class on the dates and times scheduled, you should speak to the Instructor and/or the Program Director immediately. The class is highly interactive with most of the learning built into the exercises and analysis of their results. During the course, you will be assigned paired and teamed negotiations which require other students to rely on your participation.

You will earn participation points in two ways:

1. Attending and completing class activities and
2. Submitting short written reflections on the negotiation exercises (see below).

Attending and completing a class includes active participation in class exercises and willingness to participate with other students in small working groups and to report insights from class activities. These interim reflections are your assessment of what you learned about yourself and your negotiating behavior based on the material covered in the preceding class. If you need to miss a class or part of a class, you must inform me so that I can arrange make-up activities. Given the interactive nature of the class, participation is very important. Therefore, your grade will be reduced for an unexcused absence from class or consistent lateness to class.

Written Negotiation Reflections:
After each in-class negotiation exercise, you will be asked to write a reflection on two general questions:

(1) After participating in this negotiation, what new understanding did you gain about negotiations? and

(2) What new understanding did you gain about yourself?

Students will have opportunities to discuss these reflections during the next class. You will earn points for these reflections as part of class participation [15 points]. The quality of the written reflections affects the number of points you receive.

GRADERS/EVALUATION:

All assignments are graded on an A to F basis, with “plusses and minuses for As, Bs, and Cs. A+ does not accrue any additional credit for the course, under the University system, but could contribute to additional “points” towards an overall grade in this course. “A” work is considered superior performance in the course, measured by:

- technical mastery of key concepts
- consistent demonstration of critical thinking
- effective synthesis of materials
- quality of writing assignments, especially in terms of clarity of content and proper grammar.
- capacity to apply learning in analysis and practice
- classroom participation

LEARNING ASSESSMENT

A. Written Assignments (Dual Grading). Papers will be reviewed in accordance with the following criteria.

1. Business Writing (30%)

   a. Clarity
   b. Grammar and spelling, appropriate paragraphs
   c. Conciseness
   d. Citations for quotes or other’s ideas
   e. Business Format (headers, 1 inch margins, 12 pt. font, Arial, Calibri or Times New Roman)
2. Content (70%)
   
   a. Depth of analysis (analytical/critical) (no simple summary)
   b. Synthesis of information
      
      c. Connection between assumptions; persuasive argument
      d. Thesis
      e. Alternate strategies
   
   Each assignment has two grades (dual grading): One for content (70% of the points) and one for Business Writing (30%)

B. Presentations to the Class. An INTEGRATED ANALYSIS PRESENTATION RUBRIC will be provided that clearly details the required elements and grading criteria of a successful presentation.

Each major assignment is given the following value towards the final grade:

- **Principled-Negotiation Paper** 30%
- **Integrated Analysis Presentation** 40%
- **Participation/Reflection** 30%
  
  (Class participation 15%)
  (Reflection papers 15%)

**WORK SUBMITTED AND PRESENTED:**

Assignments are expected to be of high quality and submitted in the correct format. Assignments will be considered for writing, content, and professional appearance. I expect that the papers will reflect graduate level work. This means that your analysis and conclusions should reflect your own thinking. When using information from other sources to support your analysis, appropriate citations should be provided. As outlined in the prior section, all written work is to be typed, double-spaced, with a 12-point font and 1-inch margins. Use APA style to format your papers and document sources.

You are to submit a hard copy of your Principled Negotiation Paper on the day due and email a copy to Professor Ron McDonald at rmcdon20@umd.edu. Please proofread your papers and page number the document. Documents should be done in MS Word.
LATE WORK:

Homework assignments are due on the date noted, and will only be accepted at the beginning of class. There is no extra credit or make-up work. No late work will be accepted without prior arrangement, as some work is of minimal value to the class if it is late. For any work for which late submission is acceptable, each day (24 hours) delay in submission will result in an automatic ½ grade reduction from what would otherwise have been earned.

A grade of incomplete will be granted ONLY in cases of illness or personal emergency. A contract with the instructor is required with a stated completion date (taking into account the circumstances) before a final grade will be entered. The Program Director must concur with any contract for awarding an incomplete.

CLASSROOM ETIQUETTE / DECORUM

1. Punctuality: Please be on time. Do NOT Walk in front of a Speaker if you arrive late

2. Cell Phones/Smart Phones: Please turn off and put away your phones when you come to class. There should be no rings. Repeated instances of a ringing phone will impact your class participation score.

3. Laptop Computers/Tablets: are not necessary and are not permitted during class except as a reasonable accommodation with proper documentation.

   - Photographs or video recording of the class are not allowed.
   - There is NO EATING allowed in class.
   - No hats may be worn in class
   - Your Name Tent should be displayed at all times
   - Business Posture and Comportment expected at all times

COURSE EVALUATIONS:

University Evaluations

You are responsible for submitting the formal University course evaluation for this course at CourseEvalUM in order to help faculty and administrators improve teaching and learning at Maryland. You will be notified about submission dates for the winter session. The link at which you can access the submission system is (www.courseevalum.umd.edu)
More information is at:
https://www.irpa.umd.edu/Assessment/CourseEval/stdt_faq.shtml

MRED Program Evaluations

You also will be asked to complete an MRED Program evaluation for this course at one of the last sessions. As a new program, the MRED program and its unique approach to real estate education is greatly assisted by your comprehensive responses, and particularly the open ended questions at the end of the Evaluation Form.

ACADEMIC INTEGRITY

1) Academic dishonesty is a corrosive force in the academic life of a university. It jeopardizes the quality of education and depreciates the genuine achievements of others. It is, without reservation, a responsibility of all members of the campus community to actively deter it. Apathy or acquiescence in the presence of academic dishonesty is not a neutral act. Histories of institutions demonstrate that a laissez-faire response will reinforce, perpetuate, and enlarge the scope of such misconduct. Institutional reputations for academic dishonesty are regrettable aspects of modern education. These reputations become self-fulfilling and grow, unless vigorously challenged by students and faculty alike.

All members of the University community-students, faculty, and staff-share the responsibility and authority to challenge and make known acts of apparent academic dishonesty.

Any of the following acts, when committed by a student, shall constitute academic dishonesty:

• CHEATING: intentionally using or attempting to use unauthorized materials, information, or study aids in any academic exercise.
• FABRICATION: intentional and unauthorized falsification or invention of any information or citation in an academic exercise.
• FACILITATING ACADEMIC DISHONESTY: intentionally or knowingly helping or attempting to help another to violate any provision of this Code.
• PLAGIARISM: intentionally or knowingly representing the words or ideas of another as one’s own in any academic exercise.

2) The University of Maryland, College Park has a nationally recognized Code of Academic Integrity, administered by the Student Honor Council. Along with certain rights, students have the responsibility to behave honorably in an academic environment. Academic dishonesty, including cheating, fabrication, facilitating academic dishonesty, and plagiarism, will not be tolerated.
3) The Code sets standards for academic integrity at Maryland for all undergraduate and graduate students. As a student you are responsible for upholding these standards for this course. It is very important for you to be aware of the consequences of cheating, fabrication, facilitation, and plagiarism. For group projects, if any, the boundaries for individual and group work will be provided prior to the beginning of the assignment. You should review carefully the information on the Code of Academic Integrity or the Student Honor Council at www.studenthonorcouncil.umd.edu/code.html.

4) Student Honor Pledge: Each assignment and exam is assumed to include the following pledge: “I pledge on my honor that I have not given or received any unauthorized assistance on this assignment/examination.”

Failure to sign the pledge is not an honors offense, but neither is it a defense in case of violation of this Code. Students who do not sign the pledge will be given the opportunity to do so. Refusal to sign must be explained to the instructor. Signing or non-signing of the pledge will not be considered in grading or judicial procedures. Material submitted electronically should contain the pledge, submission implies signing the pledge.

ATTENDANCE

1) Generally. University policy excuses the absences of students for illness, religious observances, participation in University activities at the request of university authorities and compelling circumstances beyond the student's control. Students who miss a single class for a medical reason are not required to provide medical documentation, but students who are absent more than once are responsible for providing various forms of documentation, depending on the nature of the absence. For more information, see University Policy V-1.00G on Medically Necessary Absence.

2) Medically Necessary Absences. Students who miss a single class (lecture, recitation, or lab) for a medical reason must make a reasonable effort to contact their instructor in advance, and upon return to class, present the instructor with a self-signed note which acknowledges that the information provided is accurate. Faculty must accept this note; a student's failure to provide an accurate statement is a violation of the Honor Code. Any subsequent medical absence will require medical documentation.

3) In the event a student is absent for a Major Grading Event as will be identified in the Course SCHEDULE. You must provide documentation of illness from a health care professional, as well as notify the instructor in advance.

4) Religious Observances. Students may be excused and make up major projects or exams for religious observances if the instructor is notified within the first two weeks of the semester that such an absence is necessitated. The policy also requires that tests and major assignments will not be scheduled on certain holiday dates. Including Rosh Hashanah and Yom Kippur.
5) Inclement Weather. Official closures and delays are announced on the campus website at umd.edu and snow phone line (301-405-SNOW), as well as on local radio and TV stations. Notification for cancellation of class for other reasons will be provided via email through blackboard.

**STUDENTS WITH DISABILITIES**

If you are a student that requires special accommodations during the semester, you should make an appointment to meet with me as soon as possible if you to address any accommodations you may need. Students with disabilities can also register with the University Disability support services at [www.counseling.umd.edu/DSS/](http://www.counseling.umd.edu/DSS/).

**Student Contact Information**

Make sure the instructor and the faculty advisor have your current e-mail address and telephone number. Your e-mail address should be one that you check regularly. This should be the one that you put in to course mail through Testudo as well. If you do not check your UMD address please update in Testudo ASAP. You will miss important announcements if you do not have an email in Testudo that you actually check.