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Fall 9-1-2021

### BMGT 444.01: Management Communication (a.k.a. Business Negotiation)

Fengru Li

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Li, Fengru, "BMGT 444.01: Management Communication (a.k.a. Business Negotiation)" (2021). *University of Montana Course Syllabi, 2021-2025*. 1082.

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**BMGT444 Management Communication (a.k.a. Business Negotiation) UG 3-Cr)**

**Fall 2021**

TR 12:30-1:50 pm Gallagher Business Building L14

**Zoom Office Hours TR** 10:00am – 11:00am (or by appointment or phone call).

Zoom ID Posted on Moodle

Dr. Fengru Li

E-Mail: [Fengru.li@business.umt.edu](mailto:Fengru.li@business.umt.edu) Tel.: (406)243-2727 (leave message).

**UM is asking everyone to wear masks in all indoor public spaces on campus. Mask use is required, regardless of vaccine status, in all UM classrooms and academic laboratories, including computer labs.** UM requires instructors to have a seating chart and keep class attendance this semester for contact tracing purposes. If we cannot identify which students were in close contact with the student, it may be necessary to quarantine the whole class. Having a seating chart and taking attendance with contract tracing would allow face-to-face instruction to continue.

Students need to spread out to the greatest extent possible; and where you sit on the first day is your seat for the semester. Write your seat assignment on your syllabus or on their cell phones for reference.

Dr. Fengru Li's Classroom Seating L14 (444 Management Communication)

[https://www.umt.edu/facilities/docs/classroom-layouts/089-gallagher/089-classrooms/089\\_classroom-114.pdf](https://www.umt.edu/facilities/docs/classroom-layouts/089-gallagher/089-classrooms/089_classroom-114.pdf)

**Required trade book as textbook available at UM Bookstore**

Cialdini, Robert B. (2009) *Influence: Science and Practice*, 5<sup>th</sup> Ed. Pearson Ed, Inc, ISBN-13: 978-0-205-60999-4; ISBN-10: 0-205-60999-6. Available at UM Bookstore.

It is equally acceptable if you choose to purchase on your own the 2021 edition which is titled: *Influence : The Psychology of Persuasion (2021)* by Cialdini, Robert B. Published by Harper Business (the New and Expanded Edition) ISBN 978-0-06-293765-0.

**Required Reading materials:**

1. Three negotiation cases to be purchased @\$3.5/case from Kellogg Management School. \$10.50 cash to College of Business for class purchase is to be collected by the second week.
2. Three PDF chapters from “The Mind and Heart of Negotiation” on Moodle.
3. Two Articles on Negotiation on Moodle.
4. Lecture PPT to be posted on Moodle a week in advance. Hard copies can be provided if necessary. If you could, please bring your laptop to class for lecture note-taking, in-class assignments, Moodle readings and youtube videos. You could also use your cell phone or the computer lab on the second floor to complete the tasks.

**Suggested optional tool books:**

Dr. recommends you two optional books for your career development if you wish to exercise influence with positive impact. She used both in her MBA negotiation course the last twenty years. Each has a proven record for the betterment of personal and professional lives. Each trains your growth mind and skills of asking problem-identification and problem-solving questions. Each was originally developed by business consultants for corporate training and then adopted by leading business schools at home and abroad.

- Fisher, Ury, Patton (1992 or any newer editions) *Getting to Yes Negotiating Agreement Without Giving In*. It was originated as the Harvard Negotiation Training Project Manual but has been used by Ivey League business schools ever since. With people Dr. Li cared to negotiate, she would always re-read it before negotiations.
- Scott, Susan. (2004 or newer editions). *Fierce Conversations*. Berkley Books, NY. This renowned corporate training manual offers a step-by-step guide on how to ask Socratic questions that would build positive relations while engaging in tough inquiries for problem identification and problem-solving. All examples in the guide are real world experience of the author's, Susan Scott, founder of the Fierce Inc., in Seattle. She trained Dr. Li in Seattle.

**Grading: 100% total = 1000 points**

*Grad students: Extra projects are required for graduate credit. Consult with Dr. Li during the first week.*

<b>Attendance, Participation, In-class assignments</b>	<b>20% (200 points)</b>
<b>#1 Negotiation and Pre-negotiation prep</b>	<b>15% (150 points)</b>
<b>#2 Negotiation and Pre-negotiation prep</b>	<b>20% (200 points)</b>
<b>#3 Team Negotiation and Pre-negotiation prep</b>	<b>20% (200 points)</b>
<b>Comprehensive Exam (multiple choice, T/F, essays)</b>	<b>25% (250 points)</b>

**Grades:**

A	96% and above	B+	87% to 89%	C+	77% to 79%
A-	90% to 95%	B	83% to 86%	C	73% to 76%
		B-	80% to 82%	C-	70% to 72%

**Course Description**

*Students must earn a C- or better in BMGT 340 before enrolling in the capstone, BMGT 420, 426 or 444.*

*This “Management Communication” is tailored to the needs of graduating seniors and the challenges posted by the pandemic. Business negotiation is the core for this class. Thus, in-class instruction is rather tilted toward training on the “power of influence” in business negotiations than on the usual concepts processing.*

The Power of Influence grounded in the social psychology will be explored conceptually through independent completion of reading and writing assignments, and in-class training in exerting the power of influence to inform, convince, persuade, and to negotiate. Also included in this training course is a series of summarizing lectures on key materials, following guided and structured discussions grounded in your pre-class written preparations. The impact of your influence and persuasion will be measured both by your written preparations and your on-the-spot actions.

**Course Learning Objectives**

- 1) Understand deeply, by completing your independent pre-class assignments, the social psychology of the “Influence” as presented in each of the following Seven Principles:
  - Judgmental Heuristics: Click-Whirr behaviors

- Reciprocation: the rule of overpowering
  - Liking: the charming manipulation
  - Social Proof: 95% imitators vs 5% initiators
  - Commitment and Consistency: self-imprisonments in the public eye
  - Scarcity: Less is more; Censorship is exciting, new scarcity is the charm
  - Unity: homogeneous cohesiveness (Not in the old edition but will be lectured w PPT)
- 2) Gain skills through the Socratic method of questioning to elicit a clear expression of a truth knowable by all rational beings.
  - 3) Be able to apply each influence principle in two rounds of “persuasion” cases to leverage your competence of critical thinking and your wisdom and strengths in problem-solving.
  - 4) Walk away with renewed confidence and skills in three typical business negotiation settings: the extreme win-lose negotiations; the value-driven integrative negotiation; and the tacit prisoner dilemma negotiation.
  - 5) Walk away with skills to: a) detect manipulations with counter defense mechanisms; and b) ethically select power tools to influence for the betterment of everyone involved.

### **Attendance & Participation**

Would you want to maximize your gain for your tuition dollars and time + energy invested? Attendance, participation and in-class assignments are mandatory for maximizing your gain. Each day is tracked for participation credit. Missing assigned negotiation days leads to “O” to the project with no possible make-up. Missing days for class assignments leads to zero credit for the day.

#### **On Exam:**

It is a comprehensive exam taken in class. Contents are based on the required readings and in-class discussions. **No make-up exam taking is allowed unless a documented medical emergency occurred and the instructor must be informed within 24 hours via phone (406) 243-2727. A different version of exam will be used.** Students must take exams on scheduled time. To be fair to all, during the exam you may not leave the room before turning in your exam as completion. Engaging in discussions, verbal or written, or using any electronic devices, or notes, or other assistive items will lead to termination of the exam with “0” credit for the exam or possible “F” for the course if it falls into the “plagiarism” category of the UM policy

#### **Using Disability Service on campus:**

Office of Disability Equity (formerly Disability Services for Students, DSS)

visit the website for the Office of Disability Equity (found online at <http://www.umt.edu/dss/>).

It is the student’s responsibility to inform the instructor both by email and with face-to-face communication three working days before the scheduled exam.

#### **Student Conduct Code:**

It is the student’s responsibility to be familiar with the [Student Conduct Code](http://www.umt.edu/student-affairs/community-standards/default.php), including definitions of academic misconduct. (found online at <http://www.umt.edu/student-affairs/community-standards/default.php>).

### **COB - Mission Statements and Assurance of Learning**

The College of Business at the University of Montana creates transformative, integrated, and student-centric learning experiences, propelling our students to make immediate and sustained impact on business and society. We nurture our students’ innate work ethic to develop confident problem solvers and ethical decision makers. We pursue thought leadership and collectively create opportunities for a better life for our students, faculty, and staff.

COB Core Values:

- Students first: We educate the whole person
- Experiential learning: We create experiences that matter
- Thought leadership: WE create rigorous and relevant knowledge
- Stewardship: We value people, planet and profit

Learning Goals: As part of our assessment process and assurance-of-learning standards, the COB has adopted the following learning goals for our undergraduate students:

Learning Goal 1: COB graduates will possess **integrated business knowledge** for the core disciplines of Accounting, Finance, Management Information Systems, Management and Marketing.

Learning Goal 2: COB graduates will be **effective communicators**.

Learning Goal 3: COB graduates will possess **problem-solving skills**.

Learning Goal 4: COB graduates will have an **ethical awareness**.

**Schedule**

*\*MH = Mind and Heart Negotiator book, chapters 3,4, and 11 posted on Moodle;*

*\*Influence = your textbook*

*\*Moodle Submission Shell: All Ten Assignments plus three negotiated results should be submitted according to scheduled time and days. Submission after Moodle is closed will not be credited but with same feedback and critique.*

**Note: All readings must be completed on your own before attending classes.** There will be no time to review readings. Unexpected changes will be announced in class and on Moodle. **Assignments are submitted to Moodle before closing time to benefit guided group discussions. Weekly Moodle submissions are highlighted in yellow.**

Week	Description	Materials
Week 1 8/31 9/2 Pre-assessments Warm-up Orientation	8/31 1. Pre-Course Assessments to be collected in class: Critical thinking skills Social Influence skills Business negotiation skills 2.Orientation: What,why,and how. 9/2 Be familiar with critical thinking contents before 2 <sup>nd</sup> day class for discussion. Moodle submission. <a href="https://janav.wordpress.com/2013/08/10/the-5-elements-of-effective-thinking/">https://janav.wordpress.com/2013/08/10/the-5-elements-of-effective-thinking/</a> It is 5 clips of 4-minute explanation by Edward B. Burger & Michael Starbird: Think Effectively 5 key elements	9/2 by 8:00am Moodle Submission Critical thinking assignment
Week 2: 9/7 9/9	9/7 <b>Mind &amp; Heart Negotiator, Chapter 3</b> Competitive Negotiation A 20-minute in-class warm-up negotiation and feedback. Feedback on Moodle submission Brief lecture on Chapter 3, critique assignment submitted	9/7 by 8:00am Moodle Submission MH Ch. 3

	<p>9/9 Influence Ch 1 Weapons of Influence &amp; Ch 8 Primitive Automaticity</p> <p>In-class assessments: concepts &amp; skills; Lecture ,critique assignment submitted</p> <p>Group discussion on selected questions/answers submitted this week (MH 3, Influence 1&amp;8). Class handout. Advise you to save discussion notes for the exam.</p>	<p>9/9 by 8:00am Moodle Submission Influence Ch.1 &amp; 8</p> <p>Class handout for group discussion</p>
<p>Week 3:</p> <p>9/14</p> <p>9/16 case prep day, zoom meeting</p>	<p>9/14 <b>Influence Ch7 Scarcity</b> In-class assessment: concepts &amp; skills Assign Negotiation #1 case: competitive Negotiation. Must be in class to collect your case confidential role instruction.</p> <p>9/16 <i>Intensive case preparation. No in person meeting. Dr. Li is on zoom for consultation. Submit Case prep work is to Moodle by 5:00pm today.</i></p>	<p>9/14 by 8:00am Moodle Submission InfluenceCh.7</p> <p>9/16 by 5:00pm Moodle sub case prep</p>
<p>Week 4:</p> <p>9/21 Negotiation #1</p> <p>9/23</p>	<p>9/21 <b>In class negotiation on case #1. Critique</b></p> <p>9/23 Mind &amp; Heart Ch.4 lecture critique, feedback on Negotiation#1 results. Group discussion MH 4 Moodle submitted answers.</p>	<p>9/21 by 5:00pm Each pair submits one negotiated results for grade.</p> <p>9/13 by 8:00am M&amp;H Ch4 Moodle submission</p>
<p>Week 5:</p> <p>9/28</p> <p>9/30 prep day, zoom meeting 周末 MBA</p>	<p>9/28 <b>MH Ch4. Continued, Influence Ch. 2 Reciprocity &amp; Ch.3 Consistency Pre-view and Lecture</b></p> <p>9/30 <i>Intensive prep work. No in person meeting. Dr. Li is on zoom for consultation. Moodle submission by 5:00pm today.</i></p>	<p>9/30 by 5:00pm Influence Ch.2 and 3 Moodle sub</p>
<p>Week 6:</p> <p>10/5</p> <p>10/7 case #2 prep day, zoom meeting</p>	<p>10/5 Feedback on ch.2 &amp; 3 work Assign Negotiation #2 case. Must be in class to collect your case confidential role instruction. Lecture</p> <p>10/7 <i>Intensive case#2 preparation. No in person meeting. Dr. Li is on zoom for consultation. Submit prep work by 5:00pm today.</i></p>	<p>10/7 by 5:00pm</p>

		Moodle sub case prep
Week 7: 10/12 Negotiation #2  10/14	10/12 In class negotiation case #2, Integrative Negotiation Critique  10/14 Influence Chs 4,5,and 6 feedback on Case #2 results	10/12 by 5:00pm Each pair submits one negotiated results for grade.
Week 8: 10/19 10/21 prep day, zoom meeting	10/19 Continue Influence 4,5,6 10/21 Intensive prep work on 4.5.6. No in person meeting. Dr. Li is on zoom for consultation. Moodle submission by 5:00pm today.	10/21 by 5:00pm chs 4,5,6 Moodle sub
Week 9: 10/26 10/28	10/26 Mid-semester performance evaluation, summary of Influence. Mock exam questions (treat it as exam review) Introducing M&H Ch. 11 Tacit Negotiation  10/28 M&H Ch. 11 Tacit Negotiation lecture	
Week 10:  11/2  11/4	Self-select pairs turn in names for Negotiation #4 U.S.-China negotiation on Panda Assign Negotiation #3 case. Must be in class to collect your case confidential role instruction and form pairs.	
Week 11: 11/9  11/11 (no class, veterans holiday)	11/9 Lecture on U.S. negotiation styles, rationale and consequences based on Dr. Li's career experience and research. Pairs meeting for case#3	
Week 12: 11/16 case #3 prep day, zoom meeting  11/18 Negotiation#3	11/16 Intensive case#3 preparation. No in person meeting. Dr. Li is on zoom for consultation. Each pair submits one prep work by 5:00pm today. Pairs get the same grade.  11/18 In class negotiation case #3 Panda Self-eval due in class (handout in class) Course evaluation	11/16 by 5:00pm Pair sub case prep  11/18 by 5:00pm As a pair and as a team submit negotiated results.
Week 13:		

<p>11/23 case #3 critique day, zoom meeting  11/25 No class Happy Thanksgiving</p>	<p>11/23 Zoom class Critique negotiation #3  Summarizing lecture as course review</p>	
<p>Week 14:  11/30 Zoom Day   12/2 Exam</p>	<p>11/30 Zoom Summarizing lecture as course review   12/2 In class exam</p>	
<p>Week 15 &amp; 16  Optional zoom meetings during class time for career consultation. No in person meetings</p>	<p>12/7 12/9 12/14 <i>Optional attendance to Zoom meetings during class hours for career consultation. If it is about a job offer, please kindly email Dr. Li relevant information for her private feedback.</i>   Thank you for working with me this semester. May you be happy and safe! Love you all, Fengru</p>	



**Confidential:**

**Self Selection of Counterparts due in class. Your name:**

1. Please submit names for each of the remaining three negotiations that you wish to negotiate against and briefly state your reasons. Dr. Li will use it as a reference when assigning roles.
2. Please pay COB cash \$10.50 for three cases by the second week for class purchase.

<b><u>Case#1</u></b> <u>Tech Job Negotiation</u>	<b><u>Counterpart name:</u></b>	<b><u>One good reason</u></b>
<b><u>Case#2</u></b> <u>Multiple-party negotiation competing public resources of harvesting sharks.</u>	<b><u>Three Counterparts names:</u></b>	<b><u>Two good reasons</u></b>
<b><u>Case#3</u></b> <u>Pair-against-pair Negotiation on Panda Lease Contract</u>	<b><u>Your desired pair name:</u></b>  <b><u>Your aspirational counterpart names:</u></b>	<b><u>Two good reason</u></b>