

Columbia– Spring 2017

**Influencing and Negotiating for Planners
PLA 4035
Wednesday 6:00PM to 9:30PM
300 Buell North**

**Professor: Lee E. Miller
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Phone: 917-690-0029**

Office Hours - I will be available before and after class and by appointment.

Course Overview:

A planner's success depends on their ability to influence and gain the support of others—government officials, community groups, developers, etc. This course introduces students to the art of influencing and negotiating, providing them with practical tools that can be applied in order to implement goals such as sustainable development. Planners spend much of their time negotiating and seeking to influence others, yet generally devote little time thinking about how to more effectively do so. They tend to focus only on determining what is the best outcome and fail to explore how the processes or tactics on which they rely on can be varied to attain the best results. Our goal is to explore both the theoretical and practical aspects of influencing and negotiating. In this seminar, we shall review the literature dealing with influencing and negotiating, practice influencing and negotiating techniques in a variety of settings and study the influencing and negotiating process.

Course Objective:

The goals of the course are to:

1. Understand the importance for Planners of developing and implementing influencing and negotiating strategies.
2. Understand our own strengths and weaknesses as influencers and negotiators.
3. Be able to apply theoretical concepts to the day-to-day influencing and negotiating opportunities in which Planners find themselves.
4. Learn how to gain support of multiple stakeholders with different interests.
5. Explore the ethical issues in the field of influencing and negotiating.

Required Readings & Financial Obligations:

Kathleen Reardon, *Becoming a Skilled Negotiator*. (Wiley). ISBN: 9780471429692
(Referred to as Negotiation in the reading assignments).

Lee Miller, *UP Influence Power and the U Perspective* (YCD Press) ISBN-13:
9780978835507 (Referred to as UP in the reading assignments)

Lee Miller & Jessica Miller, *A Woman's Guide to Successful Negotiating* 2nd Edition
(McGraw Hill) ISBN 13: 9780071746502

Roger Fischer, William Ury & Bruce Patton, Getting To Yes_(Penguin Press) ISBN: 9780140157352;

Class Participation:

Attendance and participation are mandatory. You are expected to attend every class. Part of every class session will be a graded simulation and your active involvement is necessary for you to get anything from this course. Familiarity with the reading material is essential. This is not a class where you will be able to “hide” and let others participate. In several exercises, students will be required to contribute up to \$5 as part of the simulation.

Procedure:

The course will consist of lectures, discussions, and simulations exercises.

Grading/Requirements

Paper	40%
Attendance, class participation, and negotiating diaries	20%
Simulation exercises	40%

Readings - All readings should be completed before the class for which they are assigned. You are responsible for all the material that is assigned.

Negotiating Diaries - At the end of each class, students will have to complete a brief summary of the simulation(s) carried out in class. In these summaries, students will be asked to evaluate their own behavior in the simulation and to react to course readings. Furthermore, you will be asked to identify a specific behavior of peers that you thought was particularly effective, and why, and behavior that was ineffective and why. These summaries should range from 1 to 2 pages per class (double-spaced and typed). The negotiating diaries should be submitted at the next class.

Final Paper - Each participant will be required to complete a paper on a topic approved by the Professor dealing with the art of negotiating. Topics to be submitted in writing by the 3rd class. The paper should incorporate the lessons you have learned about negotiating through the readings and the simulation exercises and demonstrate your understanding of the negotiating process. Your paper should be approximately ten (10) pages in length, word-processed, double-spaced, with one inch margins. **This paper will be due one week after the final class. No late papers will be accepted. Papers should be mailed to Professor Lee Miller 42 State Route 36 Highlands NJ 07732**

Reading Assignments

Class 1 (1-18) (Preparation & the Negotiating Process)	<i>Negotiation</i> Ch. 2, 3, and 4
Class 2 (1-25) (U Perspective, 3Cs Overview & Legitimacy)	<i>UP</i> Ch. 1 and 4
Class 3 (2-1`) (Integrative Bargaining)	<i>Getting to Yes P1-94: UP Ch. 6</i>
Class 3 (2-8) (Convince & Distributive Bargaining) (PLEASE BRING \$5 TO CLASS)	<i>UP</i> Ch. 5 & 9; <i>Getting to Yes</i> P.97-143
Class 5 (2-15) (Organizational Influencing, Virtual Negotiating)	<i>Woman's Guide</i> Ch. 12; <i>UP</i> Ch. 7
Class 6 (2-22) (Cross Cultural Negotiations)	<i>UP Chapter 3;</i>
Class 7 (3-1) (Communications, Ethics)	<i>UP</i> Chapter 2; <i>Negotiation</i> Chapter 5, 6 & 7