

**New York University**  
**Stern School of Business**  
**B65.2159.11**  
**Fall 2005**

**Collaboration, Conflict and Negotiation**

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**Course description and objectives**

Managers need analytical skills to arrive at optimal solutions to decision problems. However, often times a wide array of negotiation skills are needed for these solutions to be accepted and implemented. While there are normative rules for good negotiation, rarely can negotiations be reduced to an analytical framework without losing some of their realistic aspects. Many elements in actual negotiations, such as goals of different parties and chances for cooperation may be ambiguous and often do not have "right" answers. In such cases, understanding the negotiation process may prove useful in selecting competitive or cooperative strategies.

This course will highlight the components of effective negotiations and provide you with a framework to analyze your *own* behavior in negotiations. The course allows you the opportunity to develop negotiation skills and understand negotiations in a useful conceptual framework. Several cognitive and emotional aspects that affect negotiation behavior will be highlighted and discussed. The course uses exercises, simulations and short cases designed to reflect the role of negotiations in strategic decision-making.

The course objectives include the following:

- Gain an understanding of the central concepts and frameworks in negotiations.
- Learn how to evaluate the costs and benefits of alternative actions.
- Learn to recognize which strategies are effective in different negotiation situations.
- Improve your analytical skills in understanding the behavior of individuals, groups and organizations in both competitive and cooperative situations.
- Develop familiarity and confidence in the negotiation process to resolve conflicts.
- Improve your ability to manage the negotiation process.
- Provide individual feedback on your own negotiation behavior in class and out of class negotiations.

## Course Overview

Session 1	Introduction
Session 2	Claiming value
Session 3	Creating and claiming value
Session 4	Creating and claiming value
Session 5	Social dilemmas
Session 6	Inter-group negotiation

## Preparation and Participation

The objective of the course is to make you effective negotiators, not just effective negotiation students. Because the negotiation process is interactive, class participation is essential for your learning. You must be prepared to make a commitment to attend all classes and participate in all negotiations. Each of you is responsible for yourselves and your peers; negotiations without all required parties present, will leave significant gaps in your knowledge.

The course requirements include four written assignments (two negotiation planning, and two post negotiation reflection reports), a final group paper and being prepared for every session. You need to prepare conscientiously for each class since preparation is the key to effective negotiations.

Treat this course as a real life exercise. If you wish to improve your skills as negotiator you must imagine yourself doing the negotiation simulations in the real world. The more seriously you engage in the negotiation simulations the more you will learn from this course.

## Reading Materials

- (1) Shell, G.R. 1999. *Bargaining for advantage*. NY: Viking (BFA)
- (2) *Reading list* (R): Articles will be distributed in class.
- (3) *Class Handout Fee*. This fee covers all the readings and the simulation exercises we will use in class. The class handout fee must be paid to the NYU Professional Bookstore electronically (login to: <http://www.bookstores.nyu.edu/html/pro/sternsummercourses05.htm>) by September 17. Failure to pay the handout fee by this date will prevent you from participating in the classroom exercises (and will result in an unexcused absence).

## Course Requirements

**Participation** (30% of your grade).

You are expected to participate in all class discussions. Participation includes full preparation for class and for the exercises. Class participation is a very important part of the learning process in the course and is also part of what will make the course interesting for you and your fellow students. You will be evaluated on the QUALITY of you contributions and insights.

In addition, please prepare a homepage (see instructions in Appendix A).

### ***Attendance Policy***

You will participate in several in-class exercises. It is imperative that you attend all class sessions for two reasons. First, most important concepts are introduced and understood through participation in the exercises. Second, many times we will have one on one negotiations, an absence may also hurt other students.

An absence from any of the class sessions will substantially reduce your class participation grade. Partial attendance at a class session (for any reason) will be treated as an absence. If you cannot attend all class sessions, please do not take this course.

### **II. Negotiation plans and Reflection reports (40% of your grade).**

You are required to submit two typewritten negotiation plans (no more than 300 word a piece; *include a word count at the bottom of the last page*) and two reflection reports (no more than 600 word a piece; *include a word count at the bottom of the last page*) following the specific negotiation classes. The negotiation plans should be submitted via Blackboard's Assignments area *before* the beginning of sessions #3, and #6. The reflection reports should be based on the in-class negotiations in those sessions, and should be a means for you to synthesize on an ongoing and cumulative basis the lessons you want to retain from your experience as well as analytical reflections. Based on past experience this is one of the most important elements of the learning process. The reflection reports should be submitted via Blackboard's Assignments area as follows: Reflection Report #1 by 10/6/05 at 10 PM; Reflection report #2 by 11/6/05 at 10 PM.

In preparing your reflection reports you should NOT simply give an account of the negotiation you took part in neither should you repeat the readings or what was said in class, though ideas from class discussion and the readings could be included. You should focus on:

- One or two key aspects of your preparation and/or negotiating behavior with which you were pleased.
- Barriers to reaching a good agreement and how you might overcome such barriers.
- Unexpected approaches or actions by others and how you might better anticipate and deal with such behavior in the future.
- Making references to the reading materials in your paper.

I will grade the reflection reports in terms of their thoughtfulness. In general, better reflection reports will be more *specific*, *deeper* and more *reflective* of both the analytical and social aspects of negotiation.

Uploading papers to blackboard. (1) Put your name on the first page of the document. (2) Name your file with your last name as the first word, for example: Smith Adam\_NP1.doc. It will be easier to retrieve the paper and assign proper credit this way.

### III. Group Paper (30% of your grade).

- The final paper should consist of an analysis of a real-life negotiation. The negotiation can be taken from one of the group member's workplace experience or a negotiation that you read about in the press. In choosing the particular negotiation note that:
  1. The selected negotiation should be complete, that is, there should be a concrete outcome to be analyzed.
  2. The negotiation should have involved more than four persons.
  3. There is sufficient information available for a meaningful analysis of the case.
  4. Your analysis should be based on a model or a framework that you describe.
  5. Your analysis should be analyzed and organized within 8 double-spaced pages, not including exhibits.
- In your paper, describe briefly the negotiation and analyze insightfully the major structural and dynamic aspects of the case. Evaluate critically what each side did properly and improperly, while using concepts and principles from the readings and our discussions in class. Your paper will be graded on three dimensions: organization, analysis and insight. The first dimension deals with the clarity and inclusiveness of your presentation. The analytic dimension refers to how thoughtful did your group reflected on the particular development of the negotiation. This does not mean how good you described what happened although this may be needed for presenting your analysis. The third dimension examines how creative you were in examining the problem you analyzed. Did you consider the situation from different perspectives? Did you come up with a non-obvious but relevant explanation?
- To make sure that the negotiation you selected is appropriate for analysis I am available to discuss your paper idea. Each group should submit a 1-page summary of the projected paper by e-mail on 10/17/05. The summary should describe briefly the negotiation and the model or framework you plan to use.
- Papers should be submitted via e mail by 11/8/05 at midnight.

### Course Outline

<b>1. <u>Wed., Sept. 21</u></b>	6-9: KMC (Room 4-110)
<b>Topic:</b>	Fundamentals: Conflict, trust, bargaining zone, BATNA
<b>In class simulation:</b>	Gas Station; Texoil
<b>Prepare:</b>	BFA, chapters 1-4.
<b>Follow up:</b>	"Six habits of merely effective negotiators" (R)

- 2. Wed., Sept. 28** 6-9: KMC (Room 4-110)  
**Topic:** Distributive Bargaining  
**In class simulation:** Price negotiation  
**Prepare:** “Elmtree house” (R)  
 “The science of persuasion” by Cialdini (Bobst, see Appendix B)  
**Follow up:** BFA, Chapters 5-8  
 “Two psychological traps in negotiation” (R)  
 Submit negotiation plan for Session 3 on 10/4/05 by 10 PM.
- 3. Wed., Oct. 5** 6-9: KMC (Room 4-110)  
**Topic:** Distributive and integrative bargaining  
**In class Simulation:** Leckenby  
**Prepare:** BFA, chapters 9-10  
**Follow up:** “When is it legal to lie in negotiations” by Shell (Bobst, see Appendix B)  
 Reflection report #1. (Due 10/6/05 at 10 PM).  
 Submit one page summary of the group project on 10/17/05 by midnight, by e mail.
- 4. Wed., Oct. 19** 6-9: KMC (Room 4-110)  
**Topic:** Integrative bargaining  
**In class Simulation:** Working moms  
**Prepare:** “Sources of joint gain in negotiations” (R)
- 5. Wed., Oct. 26** 6-9: KMC (Room 4-110)  
**Topic:** Coalitions, social dilemmas, ethics  
**In class simulation:** Social Services  
**Follow up:** “Coalition analysis” (R)  
 Submit Negotiation plan for Session 6 on 11/1/05 by 10 PM.
- 6. Wed., Nov. 2** 6-9: KMC (Room 4-110)  
**Topic:** Inter group negotiations, course wrap-up  
**In class simulation:** Harborco  
**Follow up:** Reflection report #2 (Due 11/6/05 at 5 PM).  
 Submit group project via e mail (by 11/8/05 at midnight).
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