Course Description

Negotiation is the art and science of securing agreements between two or more parties who are interdependent and seek to maximize their outcomes. We negotiate daily with potential employers, co-workers, bosses, landlords, merchants, service providers, partners, parents, children, friends, roommates, and many more. Although we negotiate often, many of us know very little about the strategy and psychology of effective negotiation. As a manager you not only need analytical skills to discover optimal solutions to problems, you also need good negotiation skills to get these solutions accepted and implemented.

The learning method is experiential. You will prepare for, and simulate a variety of negotiations. The skills you develop will serve you in both your personal and professional life. The broad objectives of the course are:

1. To provide a theoretical framework for negotiation – a set of concepts integral to preparing, negotiating, and subsequently evaluating the negotiation process and outcomes.
2. To develop your ability to negotiate beneficial transactions and resolve disputes by
   - Overcoming personal barriers,
   - Preparing effectively for negotiations,
   - Identifying opportunities for integrative solutions,
   - Communicating persuasively in the face of resistance,
   - Adjusting your tactics “on the fly” when circumstances change, and
   - Knowing whether you have reached a good outcome in a negotiation, using specific measures of success.

Materials

1) Case/readings packet (Professional Bookstore)
3) Class exercise materials: To save you some money, we will distribute the copyrighted materials for the cases we do in class. The TA will collect $15 from each of you to cover the royalties. Please bring cash or a check to class on the first day.
5) Recommended self-assessment: If you would like to learn more about your own negotiating style, you can read about the Thomas-Kilmann Conflict Mode Instrument in Appendix A of Bargaining for Advantage and take it online here: http://www.cpp.com/detail/detailitem.asp?ie=4813

Criteria for Evaluation

There is no curve. If every student does excellent work, I believe every student should receive an excellent grade. At the same time, I believe that the requirements for excellence in the course should be similar to those in the business world, so excellence in the course takes considerably more thought and effort than average work does.

Attendance & Class Participation (30%). This is a class in which learning happens by doing. Attendance and participation in all in-class negotiation exercises and follow-up debriefs is mandatory. During intensive modules,
student who does not attend the first class will be dropped from the course. Each class meeting is worth roughly 5% of your grade for the course. Lack of preparation for an exercise will be treated as an absence for that exercise.

The only exceptions are for religious or civic obligation, serious family emergency, or serious illness. If this is your situation, just give me a brief note explaining the matter as soon as you reasonably can. Please do not ask for an exception for other reasons, such as an interview, a work eruption, a computer malfunction, an unexpected business trip, or a conflicting event. While these things are certainly important, I expect you to make this course a priority as you would a major business undertaking.

If you must miss a class, it is your responsibility to contact the TA and make sure you have what you need for the next class.

If you expect to miss a class and the course is being offered in an intensive module, please do not take it. If it is being offered in a regular module, please speak with me about it as soon as possible. While I'd love to have you to stay, we may conclude you shouldn't take the course this semester.

A key part of class participation is preparation and being here mentally, as well as physically. I expect you to be fully prepared each class to discuss assigned readings and simulations, to be active in our in-class exercises, and thoughtful in your contributions and questions. To help determine your grade for class participation, I will rely in part on your own assessment, using a simple form, which I will ask you to complete and submit in our last class. The form will ask you the degree to which your participation was active, thoughtful, helpful, and consistent.

Preparation memo (35%). For this assignment, due in Session 4, you will prepare a three to five page memo (plus up to three pages of exhibits) detailing how you would prepare for a specific negotiation. As part of this memo, you should communicate what you believe to be the most important elements of effective preparation in negotiations.

Final examination (35%). The take-home final exam is due exactly one week after the final class session. Details will be provided.

Deadlines. If you miss a deadline for a written assignment, I will deduct a half grade for each day it is late. The only exception is for religious or civic obligation, serious family emergency, or serious illness. Just give me a note as soon as you reasonably can. Please do not ask for exceptions for other reasons.

Important Information about Exercises

In most cases, you will receive role information prior to the in-class exercise. Also, in many of the exercises, you will receive confidential instructions. Do not show these instructions to others. During the exercise, you may choose to reveal or discuss some of your confidential information, but please do not allow others to see the confidential instruction sheets themselves. This rule largely mirrors reality, as in most negotiations it is a challenge to reveal your true underlying preferences convincingly to your counterparts.

Guidelines for Written Assignments

The following guidelines are designed to make it easier for me to evaluate your assignments, give you feedback, and ensure fairness. If you do not understand the purpose of any of them, please ask. Assignments that do not conform to these guidelines will be marked down.

- Please include your name, the title of assignment, and the date submitted, even if you are submitting electronically.
- Assignments in Word must be formatted in a 12-point or larger font and double-spaced, with 1-inch margins on all sides. When printed, they must not exceed the page limits. The page limits have been set carefully to allow the amount of space needed to fulfill the assignments. If they seem too short, it is likely that your ideas and/or presentation are not as clear as they should be.
- Please number your pages if there is more than one.
- In addition to the content, written assignments will be graded on writing quality. It is important in business writing to be clear, direct, and persuasive. When appropriate, use headings to organize your thinking and help orient the reader. The overall impression is also very important. Spelling errors, sloppy formats, poor grammar, etc., give the impression of sloppy thinking, carelessness, and lack of regard for your ideas and the assignment.
Communication

From Us to You. I will post announcements on the Announcement section of the Blackboard welcome page. Please check at least once a day. I assume that within 24 hours you will see any announcement I post. When I have information I need to get to you more quickly than that, I will also send e-mail. (I assume everyone checks e-mail at least twice a day. If for some reason you cannot, even temporarily, I recommend that you find a buddy who will get important announcements to you.)

From You to Us. E-mail works best for everything except emergencies and assignments. (Please include the course number in the subject line and provide your name whenever you send e-mail.) For urgent matters when you cannot reach either of us by phone, please call my assistant. Please do not send assignments via e-mail. They should be submitted in the Assignments section of the Blackboard course. I find that regular office hours aren’t very popular. If you would like to meet with me, please contact Deborah to make an appointment.

From You to Each Other. I have turned on the Blackboard discussion board and you are welcome to use it. Most of the communication among you outside of class will be in connection with the Virtual Victorian case, for which you may use e-mail or the telephone.

In general,
- Communication should be positive, constructive, polite, responsible, and germane to the subject at hand.
- Be specific with both critical and positive feedback, thus ensuring the recipients can replicate positive behaviors and alter those that are ineffective.
- There will be no anonymous or pseudonymous online communication, except for course evaluations. However, you may edit your own discussion board posts if you choose. (I recommend that you resist editing posts after there have been replies, as threads can quickly become unintelligible!)
- Maintain respectful confidentiality when classmates share work related items in discussions and assignments.

Faculty Guests. As part of our effort to increase faculty usage of Blackboard, from time to time I will give other members of the faculty guest access to our course Web site. They will have read access only, so you are unlikely to be aware of their presence.
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<td>Introduction/Relational Currencies</td>
<td>Rudolph-Lama</td>
<td><em>Bargaining for Advantage</em>, 1-10 “Strategy &amp; Tactics of Integrative Negotiation” (packet)</td>
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<td>2</td>
<td>Creating vs. Claiming Value</td>
<td>El-Tek</td>
<td>&quot;Fair Process: Managing in the Knowledge Economy&quot; (packet)</td>
<td>Review and prepare El-Tek case (class handout).</td>
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<td>Value Creating Techniques</td>
<td>Moms.com</td>
<td>&quot;Sources of Joint Gains in Negotiations&quot; (packet)</td>
<td>Review and prepare Moms.com case (class handout).</td>
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<td>Power, Persuasion &amp; Coalitions</td>
<td>Federated Science Fund</td>
<td>“Building Coalitions” (packet)</td>
<td>Prepare and negotiate Virtual Victorian case (class handout).</td>
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<td>Organizational Dynamics</td>
<td>Harborco</td>
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<td>Review and prepare Harborco case (class handout).</td>
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<td>Final exam</td>
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<td>“How Management Teams Can Have a Good Fight” (packet) “3-D Negotiations: Playing the Whole Game” (packet)</td>
<td>Take home exam (details to be provided)</td>
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