MAN6447  Negotiation
Section 0355  SUMA

GENERAL INFORMATION
Instructor: Judith Scully Callahan, PhD  Office: 211-E Stuzin Hall
Email: E-learning mail tool  Office Phone: 352.392.8128
Class Time: T 12:30-5:30PM  Office Hours: M & T 5:45-6:45 and by appointment

COURSE OVERVIEW AND DESCRIPTION
We often focus on developing the analytical skills required to identify solutions to business problems at the expense of honing the communication, negotiation and relationship management skills necessary to garner acceptance and implement those solutions. This course is designed to help you advance your business negotiation and relationship management skills through the application of principles, strategies, and tactics of effective negotiation. You will also deepen your understanding of your personal negotiation style and preferences, and your strengths and weaknesses as a negotiator. To accomplish this we will identify opportunities to negotiate, examine the behavior of individuals, groups and organizations in competitive situations. While we focus on the business application, negotiation is a life skill. You may find that as you improve your negotiation effectiveness, you also become a more effective manager, leader, and friend.

Effective negotiation is the art and science of securing an agreement between two or more independent parties. The definition makes it clear that we negotiate daily. We bargain with employers, co-workers, service providers, bankers, and merchants. Have you noticed that you leave some of these interactions satisfied and others frustrated or unfulfilled? What differentiates these interactions, other than our reaction to them? It may well be how effective we were in the negotiation. The question then becomes, what differentiates an effective negotiation from ineffective negotiation? This course is designed to help you answer that question.

Unlike business environment negotiations, you will receive three critical forms of feedback in this class: 1) how well you perform in a negotiation relative to others assigned the same role (same information; same objectives); 2) how effective you were in maximizing the potential return relative to what was objectively available to you and the other party; and 3) how you were perceived by the other party. This feedback will enable you to maximize your learning and will improve your negotiation effectiveness.

Learning Objectives

1. To gain a broad understanding of the central concepts of negotiation including:
   a. BATNA (best alternative to negotiated agreement)
   b. Reservation Price
   c. ZOPA (zone of potential agreement)
   d. Creating Value
   e. Claiming Value
2. To translate this understanding into an improvement in your ability to:
   a. Recognize opportunities to negotiate and decide whether or not to seize it;
   b. Analyze conflict situations and prepare for individual or multiparty negotiations;
   c. Negotiate;
   d. Identify and implement strategies to prevent negotiation breakdown;
   e. Analyze and learn from a negotiation experience.
3. To enrich understanding of your personal negotiation and conflict management style preferences your
   strengths and weaknesses as negotiator.

**IMPORTANT**
The course employs a number of exercises and role-plays as learning devices. These require payment of a license fee. I hand out these materials in class. However, you MUST PAY THESE LICENSE FEES IN ADVANCE at Target Copy Center 1412 West University Ave. After paying the license fees, be sure to have your name checked off the class list at Target. Also, save your receipt. Failure to pay for course material before the due date will result in the loss of all associated points (see "Bargaining Points" below).

<table>
<thead>
<tr>
<th>Requirement</th>
<th>Potential Points</th>
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<tbody>
<tr>
<td>On-going Blog</td>
<td>20</td>
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<tr>
<td>Individual Negotiation Journal Entries</td>
<td>30</td>
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<tr>
<td>Team Negotiation Journal Entries</td>
<td>45</td>
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<tr>
<td>Graded Negotiation</td>
<td>45</td>
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<tr>
<td>Reputation Points</td>
<td>20</td>
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<tr>
<td>Bargaining Points</td>
<td>10</td>
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<tr>
<td><strong>Potential Total</strong></td>
<td><strong>170</strong></td>
</tr>
</tbody>
</table>
On-going Negotiation Blog  
20 points
You are required to maintain an extensive negotiation blog/journal. You will use the assignment tool on the course e-learning site. Blogs are meant to clarify your thinking about the course exercises, lectures, discussion board streams, and provide the opportunity to explore and express your feelings about the negotiation process. This is an excellent forum to self-debrief negotiations both those assigned and ones you find yourself involved in during the term. You will submit and resubmit a word document that contains all the blog entries. You are expected to write two post each week unless otherwise indicated in the schedule. The newest entry will always be at the top of the document. You must post weekly. You cannot wait until the end and post a slew. Post will be counted by the date made. The rubric may be found in the assignment details.

Individual Negotiation Journal Entries  
30 points (15 points each)
You will submit two journal entries for evaluation. These must follow the format described in on the assignments tab of e-learning labeled Negotiation Journal Entry 1 and Negotiation Journal Entry 2. Do not submit the entries electronically. These must be submitted at the beginning of the class on the due date or they are late. (see late assignments)

Team Journals  
45 points (15 points each)
Each team will consist of three-four students. You should choose your teammates before the beginning of your second negotiation class session. If you are unable to join a team, e-mail me and inform me of this fact. I will assign all unattached individuals to teams. Your team will be responsible for developing and submitting the team journals. Rather than rotating the responsibility for writing the journals to individuals, it is better if you each submit your observations to one person (who can change each time), then discuss or comment on them (directly, telephone, or via e-mail), then have one person put the journal together. Do not submit the team journals electronically. Team journal entries must be submitted to in class.

Graded Negotiations  
45 points (15 points each)
I have identified the graded negotiations in the course outline. While the actual negotiation is subject to change, the timing of the graded negotiations will not change. Your grade will consist of the average of your negotiation scores from your top four graded negotiations and exercises. I calculate your negotiation score for each graded negotiation according to the following formula:

\[
\frac{\text{Your Raw Score} - \text{Lowest Raw Score}}{\text{Highest Raw Score} - \text{Lowest Raw Score}}
\]

The top 25 percent on the basis of negotiation-score average receive grades in the A range. The next 25 percent receive B+'s, with the remainder receiving lower grades. If you miss or fail to participate in a negotiation, it may not be dropped.

Reputation Points  
20 points
In the real world, your reputation is often your most important asset. This holds for negotiations as well. Many professionals spend years developing, maintaining, and safe guarding their reputations. Failure to maintain and nurture your reputation can render negotiations difficult, costly, or even impossible. As a proxy for this dynamic in the larger world environment, you will receive “reputation” points after each negotiation.

I will ask you to complete a short survey about how your counterpart(s) negotiated after each negotiation. Reputation points are based on the extent to which you engage in: a) “honest and ethical” negotiation behavior; b) “bullying” behavior (intimidation, condescension, dismissiveness, and verbal abusiveness); c)
professional negotiation behavior (preparation, confidence and competence, and effectiveness). You may view a reputation survey on our e-learning site.

Because some roles evoke more extreme responses than others, your reputation score will be relative to others in the same role. The grades will be assigned based on a z-score where the mean is zero and the standard deviation is one. The following formula is used to determine z-scores:

\[
\frac{\text{Your Reputation Rating} - \text{Mean Reputation Rating}}{\text{Standard Deviation of Reputation Rating}}
\]

I will collect four reputation scores for each person. As the observer of a negotiation, you will not receive a reputation score although observers will assign reputation points to the two negotiators.

**Bargaining Points**  10 points

During the module, you will have opportunities to earn bargaining points. The total value of these opportunities is 10 points. Each will be worth 5 points. These have a firm due date. There are no excuses and there is no negotiation on this point! Plan ahead. You will need to print and scan or copy and scan to submit the personal bargaining inventory via e-learning.

a. Personal Bargaining Inventory*. The inventory may be found on the assignments tab of our course e-learning site. This assessment provides you with valuable information about your bargaining style. You can use this information to specifically target areas of needed improvement. Please complete and record on our course e-learning site. For credit, you must complete this assignment by the date specified in the schedule. You must bring the completed form to class on the date indicated in the schedule.

b. Payment of Licensing Fee at Target Copy Center. You are required to pay for the acquisition of licensed course materials (see page 2). Target Copy Center is administering this task for us by collecting fees and paying suppliers. After you pay the designated fees, be sure to have your name checked off the list that Target maintains for this purpose. For credit, you must complete this assignment by the date specified in the schedule.

**Credits and Debits**

I do not assign class participation points. Nonetheless, class participation is a crucial part of the learning process in this course. I will note attendance for each class. I look for high quality contributions and insights. Quality comments tend to offer a unique, but relevant perspective, contribute to moving the discussion and analysis forward, or demonstrate some reflective thinking, including evidence, argumentation, or recognition of inherent tradeoffs.

**Credits:** As in any graduate business course, each person’s contribution to the class is an important part of every person’s experience. To encourage participation, I will boost borderline grades in certain cases. In these cases, grades of students who have made significant and meaningful contributions to the class will be boosted to the higher level. Meaningful contributions often include experiences working with or dealing with the discussed issue. They may include suggestions on how to cope with an ambiguous or difficult concept. Or they may include insights that help the class understand how to master an important negotiation concept.

**Debits:** The emphasis on experiential learning makes the administration of the course difficult and makes student participation critical. Participation includes full preparation for exercises. Lack of preparation will also be considered in borderline cases. When you are not fully prepared or miss a
class, not only do you lose out on the class experience, others lose the opportunity to negotiate with you; often they are forced to take an observer's role. If you must miss a class notify me at least two days in advance. You may miss one class without adverse impact. **Absence that do not provide prior notification and/or your second and subsequent absences your course grade drops a half-letter grade with each absence.**

### COURSE POLICIES

**Academic Integrity:** All students are required to abide by the Student Honor Code which have been accepted by the University. Students are expected to pursue knowledge with integrity. The conduct set forth as violation of the [Student Honor Code](#) (University of Florida Regulation 4.040) includes plagiarism, receiving inappropriate assistance on exams, and inappropriate assistance on assignments. Violations of the Student Honor Code shall result in [judicial action](#) and a student being subject to the sanctions in 4.042 of the Student Code of Conduct.

**Late Assignments:** You are expected to submit all assignments on time. If this is not possible, please contact me prior to class. There is as **10% penalty per day** for a late assignments. **Note:** No late Bargaining Points will be accepted.

**Mail Correspondence:** The E-learning Mail tool will be used for all electronic communication. I will check it regularly. To ensure I receive your message and I am able to respond before your deadline, please email me at least 24 hours before you need an answer, want to set up a meeting, etc.

**Laptop and electronic device policy:** Experience has taught me that students who use their laptops during class to multitask, e-mail, day trade, work on projects and so forth get less out of the course, are more dissatisfied with it, and perform less well than students who devote their full attention to the classroom experience. Furthermore, these behaviors distract and annoy students near the user. I emphasize discussion in this course. Much will be gained through sharing experiences with your classmates. Therefore, **please do not use your laptops or other internet or electronic devices during class, unless I specifically ask you to do so.** Course material including presentation files will be available prior to each class on our course e-learning site.

**Grading:** The following principles govern grading in this course:

- The requirements of the course are identical for everyone. This means no “make up” work or “extra credit” work to compensate for poor performance.
- Complete assignments are due at the assigned time.
- Course grades will be assigned according the following distribution:

<table>
<thead>
<tr>
<th>Points</th>
<th>Grade</th>
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<th>Grade</th>
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<th>Grade</th>
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<tbody>
<tr>
<td>159-170</td>
<td>A</td>
<td>150-152</td>
<td>B+</td>
<td>133-135</td>
<td>C+</td>
<td>116-118</td>
<td>D+</td>
<td>&lt;102</td>
<td>E</td>
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<tr>
<td>153-158</td>
<td>A-</td>
<td>142-149</td>
<td>B</td>
<td>124-132</td>
<td>C</td>
<td>107-115</td>
<td>D</td>
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<tr>
<td>136-141</td>
<td>B-</td>
<td>119-123</td>
<td>C-</td>
<td>102-106</td>
<td>D-</td>
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**Course Grievance Procedures:** If you feel an assignment was graded unfairly, you may use the following procedure to voice your complaint.

a. Within 5 days of receiving the grade, provide me with a written appeal. Submit the written appeal via mail on e-learning. After 5 days, a grade is deemed final.

b. To file an appeal, prepare a written statement detailing why you feel the grade is unfair. Be sure to document your reasons by referring to inconsistency in grading standards, misinterpreted meaning, etc. Stating simply that you feel you ‘deserve’ a higher grade because you worked hard is insufficient grounds for appeal. Performance is a combination of hard work and ability.

c. Submit the written statement and the graded assignment. You will receive written notification of my decision regarding your appeal.

**Accommodation for Students with Disabilities:** Accommodation is available for qualifying students. If you require accommodation, you must register with the Dean of Students Office. They will provide documentation that you must present to me when making an accommodation request.

**SYLLABUS CHANGES AND ERRORS**

Every effort will be made to adhere to the syllabus. However, I reserve the right to make changes to the syllabus as needed. This course is intended to be a vibrant flexible class designed to improve the negotiation skills of the participants. As such, I may add or delete reading assignments, exercises, and/or class activities as the module progresses in order to better meet the needs of the class.

**REQUIRED RESOURCES**

**Books:**

**Articles:**


Highly Recommended Readings
TIMETABLE AND REQUIRED READINGS

The required readings are listed below. You are expected to complete the assigned content during the week it is assigned. This schedule is subject to change. Key: BE= Blog entry; R= Assigned reading; BP= Bargaining points due; JE= Journal entry due; EX= Exercise; TJ= Team Journal due; RP=Reputation Survey

<table>
<thead>
<tr>
<th>TOPIC</th>
<th>ASSIGNMENT</th>
<th>DELIVERABLE</th>
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<tbody>
<tr>
<td><strong>Week 1</strong></td>
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<tr>
<td>May 10 : Introduction to Course &amp; Nature of Negotiation</td>
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<tr>
<td>• What is a negotiation?</td>
<td>EX: Texoil</td>
<td>RP: due by Wed. 4PM May 11</td>
</tr>
<tr>
<td>• Identifying elements of and opportunities to negotiate</td>
<td>EX: Bentley Convertible (GRADED)</td>
<td>RP: due by Wed. 4PM May 11</td>
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<td></td>
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<tr>
<td></td>
<td>BP: Personal Bargaining Inventory due by Mon May 16 12:30PM EST</td>
<td></td>
</tr>
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<td></td>
<td>BP: Pay material license fee by Mon May 16 12:30PM EST</td>
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<tr>
<td><strong>Week 2</strong></td>
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<td>May 17: Preparation &amp; Distributive Bargaining</td>
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<tr>
<td>• Goal Focus v. BATNA</td>
<td>R: Negotiation (Hames) Ch 1-3</td>
<td>BE: two entries</td>
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<tr>
<td>• Distributive Bargaining-Claiming Value</td>
<td>R: Judgment in Managerial Decision Making (Bazerman &amp; Moore) Ch 1, 4 &amp; 10</td>
<td>BP: Bring Personal Bargaining Inventory to class</td>
</tr>
<tr>
<td>• Mission and Purpose</td>
<td>R: Negotiating Rationally: The power and impact of the negotiator’s frame (Neale &amp; Bazerman)</td>
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<td></td>
<td>EX: Oil Pricing (GRADED)</td>
<td>RP due by Wed., 4PM May 18</td>
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<tr>
<td><strong>Week 3</strong></td>
<td></td>
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<td>May 24: Integrative Bargaining</td>
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<tr>
<td>• Are relationships important?</td>
<td>R: Negotiation (Hames) Ch 4-5, 7</td>
<td>TJ: Team Journal 1 Due (Cover weeks 1-2 reading and exercises)</td>
</tr>
<tr>
<td>• Creating value</td>
<td>R: Judgment in Managerial Decision Making (Bazerman &amp; Moore) Ch 7-8</td>
<td>BE: two entries</td>
</tr>
<tr>
<td>• Recognizing “needs” and “pain”</td>
<td>R: Effective Negotiating Techniques: From selecting strategies to sidestepping impasses and assumptions (Nierenberg &amp; Calero)</td>
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<tr>
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<td>R: NO Chapter (Camp)</td>
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<td></td>
<td>EX: Mom’s.com (GRADED)</td>
<td>RP due by Wed. 4PM May 25</td>
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</tbody>
</table>
### Week 4

**May 31: Using Leverage** No Class BUT

- Sources and uses of leverage
- Creating leverage
- Exerting influence

<table>
<thead>
<tr>
<th>Reading (Hames) Ch 8-9</th>
<th>Judgment in Managerial Decision Making (Bazerman &amp; Moore) Ch 2</th>
</tr>
</thead>
<tbody>
<tr>
<td>R: Negotiation</td>
<td>JE: Entry 1 Due</td>
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</table>

R: Defusing the Exploding Offer: The farpoint gambit (Robinson)

R: This Is Not a Game: Top Sports Agents Share Their Negotiation Secrets (Stuart)

R: Where does power come from? (Pfeffer)

R: Risks of Email

EX: Job Negotiation DUE

RP due by Wed. 4PM Jun 8

### Week 5

**June 7: Complex Negotiation and Individual Differences**

- Multi-party, multi-issue negotiation
- Inter-cultural negotiation

<table>
<thead>
<tr>
<th>R: Negotiation (Hames) Ch 10 &amp; 12</th>
<th>R: Consequences of Principal and Agent (Docherty &amp; Campbell)</th>
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<tbody>
<tr>
<td></td>
<td>TJ: Team Journal 2 Due (cover weeks 3-4 readings and exercises)</td>
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</tbody>
</table>

R: Intercultural Negotiations in International Business (Salacuse)

R: Negotiating with "Romans" –Part 1 and Part 2

EX: Salary

EX: Bullard

BE: 2 entries

RP due by Wed. 4PM Jun 8

### Week 6

**June 14: Effective Communication and Psychological Biases**

- Understanding the other side
- Effective questioning

<table>
<thead>
<tr>
<th>R: Negotiation (Hames) Ch 6, 11 &amp; 13, Reading 6.1</th>
<th>R: Judgment in Managerial Decision Making (Bazerman &amp; Moore) Ch 3, 6, &amp; 7</th>
</tr>
</thead>
<tbody>
<tr>
<td>TJ: Team Journal 2 Due (cover weeks 5-6 readings and exercises)</td>
<td>JE: Entry 2 Due</td>
</tr>
</tbody>
</table>

R: The Power of Talk: Who gets heard and why (Tannen)

EX: Panda Negotiation

RP due by Wed 4PM Jun 15