



Hough Graduate School of Business
University of Florida



MAN6447 Negotiation

Section 0480 FA16 MOD1

GENERAL INFORMATION

Instructor:	Judith Scully Callahan, PhD	Office:	211-E Stuzin Hall
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Class Time:	T 4:05-7:40PM	Office Hours:	M Noon-2PM 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.

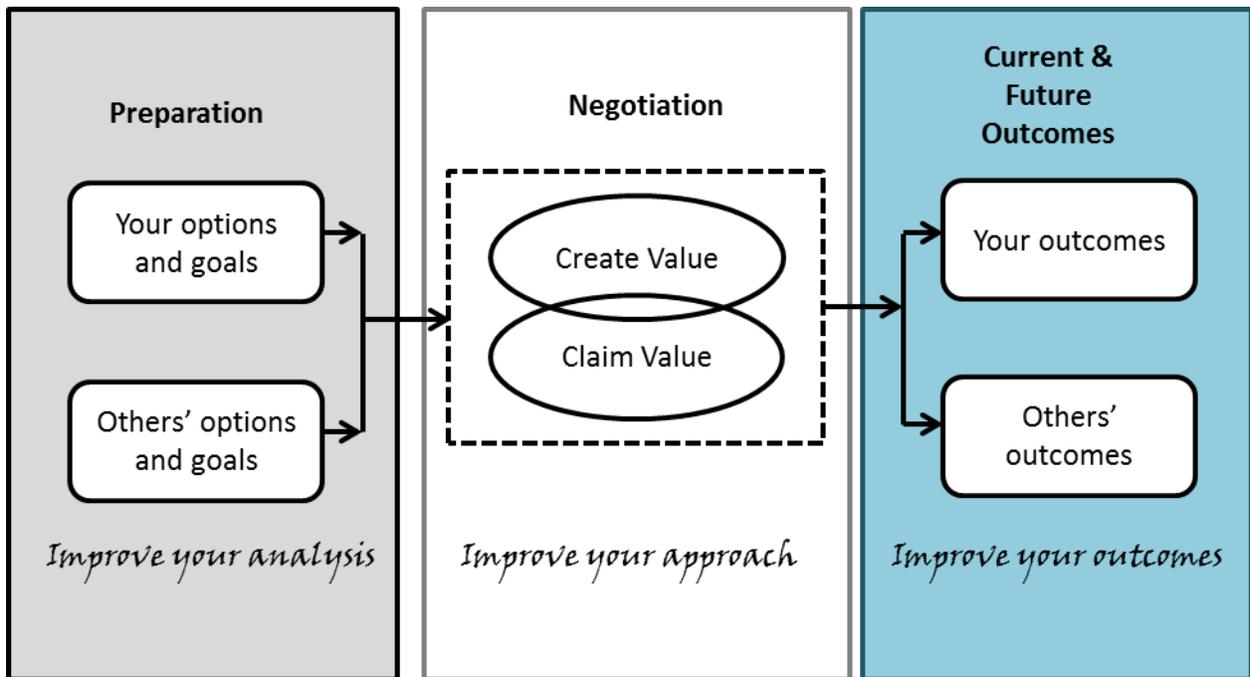
Effective negotiation is the art and science of securing an agreement between two or more independent parties. The definition makes it clear that we negotiate daily. We bargain with employers, co-workers, service providers, bankers, and merchants. Have you noticed that you leave some of these interactions 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 decided 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 preventing negotiation breakdown;
 - e. Analyze and learn from a negotiation experience.
3. To enrich understanding of your personal negotiation and conflict management style preferences your and strengths and weaknesses as negotiator.



IMPORTANT

The course employs a number of exercises and role-plays as learning devices and we will be using Expert Negotiator to deliver the roles. Furthermore, Expert Negotiator will be the mechanism for preparing and discussing the outcome and lesson(s) learned. You must pay the license fee before you gain access; therefore visit expertnegotiator.com ASAP to pay the fee so we may distribute the roles in a timely manner. Failure to pay for the program will result in failing the course.

COURSE REQUIREMENTS

Requirement	Potential Points
On-going Blog	20
Project	30
Team Negotiation Journal Entries	45
Graded Negotiation	60
Reputation Points	20
Potential Total	175

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 to the assignments page. Be sure to read feedback before you post new submissions as all feedback will fall from view with the new entry. You are expected to write one post by the end of the week in which the blog is assigned. Use the schedule and the course calendar, it is your friend. You must post on the assigned weeks. You cannot wait until the end and post a slew. Post will be counted by the date submitted. The rubric may be found in the assignment details.

Project 30 points

Throughout the semester, you are expected to apply the knowledge and practice the skills learnt; in other words, you are expected to engage in at least negotiations weekly. For the **Project**, you will summarize an actual negotiation you participated in other than those we conduct in class. You must have **completed** the negotiation. Do not forget the lesson(s) learned and what you might do differently in the future. This is akin to the activities you perform for each assigned in-class negotiation in Expert Negotiator but covers the events associated with **one actual** negotiation you planned, executed, finalized. It must be your negotiation. You may not observe another negotiate. The document will be completed as a Word document of 1875 word maximum (7- 8 pages), 12 point font, double-spaced, one inch margins on all sides. You must be concise. Use APA style and a minimum of 8 citations from 4 unique sources is required. Additional information may be found on our course site under the assignments tab “project”

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 60 points (15 points each)

Negotiations will be evaluated based on preparation (5 points), results (5 points), and insights (5 points). During the term you will participated in a number of negotiations. Two will take place while you are on campus, one will be conducted solely over email, and the others will take place via skype (or other tool through which you can record the video and audio of the negotiation). All negotiations are required and graded. Your top five negotiation scores will be included in your final grade. Given the nature of the course there is no opportunity for “make-up”. I ask that you take each negotiation seriously. To facilitate this goal, we will use Expert Negotiator-a software program that will enable you to prepare and retain all your negotiation content in one place. You can access the program directly from our course home page. You will complete all preparation activities on this site. The template for preparation and reporting results and insights includes:

- 1) Preparation notes-each party will be assigned a role for each negotiation exercise. The preparation requirements include:
 - Conflict: What interests do you have in common or in conflict with the other party?
 - Goals/Alternatives: Identify your needs and goals: what you hope to accomplish in the negotiation. This includes your resistance and target points. You must also identify those of your counterpart.

- Objective Criteria: How will you know you have achieved your goal? This should be completed for you and your counterpart.
- Role of Power: What power does each party have? How will you use your power? Anticipate how you counterpart will utilize theirs.
- Tactics: How will you execute the plan? Be specific. As the term progresses, you will learn more about specific tactics at which time, use of the appropriate language will also be important.
- 2) Final Result: What was agreed upon (if anything)
- Insights: What strategies that you used were effective? Ineffective? How might you improve?

Negotiation outcome will be assess by evaluating how well you did in the negotiation relative to others in your role. Some of the negotiations provide a guide for scoring the event. Others do not. In the end, I am looking to your ability to meet the underlying interests of the role assigned. Yes, this has a subjective element but maximizing your negotiation experience was more important than identifying and using only negotiations that provided “scoring keys”. 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.

The negotiation preparation in Expert Negotiator is due before the negotiation. The insights are due the same day and time the reputation points are due for the negotiation.

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.

As an observer, you will not receive a reputation score although observers will assign reputation points to the two negotiators.

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.

Debts: 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 before the roles are available on Expert Negotiator. You may miss one class without adverse impact. **Absence without prior notification and/or a second and subsequent absences your course grade drops half a 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. **In the context of our Negotiation class, this means you may not use the internet or any other resource to research any assigned negotiations.**

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.

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:

Points	Grade	Points	Grade	Points	Grade	Points	Grade	Points	Grade
163-175	A	152-157	B+	135-138	C+	117-122	D+	<105	E
158-162	A-	145-151	B	128-134	C	110-116	D		
		140-144	B-	123-127	C-	105-109	D-		

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:

- Lewicki, R.J., Saunders, D.M., and Barry, B. (2015) Negotiation: Readings, exercises and cases (7th ed.) McGraw Hill-Irwin. NY, NY.
- Lewicki, R.J., Barry, B. and Saunders, D.M. (2016). Essentials of Negotiation (7th ed.) McGraw Hill-Irwin. NY, NY.

Additional Reading:

- Camp, J. (2007) NO: The only negotiating system you need. Chapter 3. Crown Publishing.

Other Readings on the topic

- Robbins, S.P. (2009) Self-Assessment Library: Insights into your skills, interests and abilities (Version 3.4) Pearson Education, Inc. Upper Saddle River, NJ.
- Camp, J. (2007) NO: The only negotiating system you need. Crown Publishing.
- Lewicki, R.J., Saunders, D.M., and Barry, B. (2015) Negotiation (7th ed.). McGraw-Hill, NY, NY.
- Bazerman, M.H. and Moore, D.A. (2013) Judgment and managerial decision making. (8th ed.). Wiley, Hoboken, NJ.
- Cohen, H. (1980) You can negotiate anything. Bantam Books, Secaucus, NJ.
- Fisher, R. and Ury, W. (1993). Getting to yes: Negotiating agreement without giving in. Penguin Books, NY, NY.

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:** R= Assigned reading; EX= Exercise.

TOPIC	ASSIGNMENT	DELIVERABLE
Week 1		
October 25		
<ul style="list-style-type: none"> • What is a negotiation? 	EX: Pasta Wars (exercise 3)	Reputation points due by Fri 4PM Oct 30.
<ul style="list-style-type: none"> • Identifying elements of and opportunities to negotiate 		Blog entry
Week 2		
November 1: Preparation & Distributive Bargaining		
<ul style="list-style-type: none"> • Goal Focus v. BATNA 	R: Essentials of Negotiation Ch 1-2	Blog entry
<ul style="list-style-type: none"> • Distributive Bargaining- Claiming Value 	R: Negotiation-Readings, Exercises and Cases- 1.4	
	EX: Developing Your Negotiation Style (questionnaire 2)	
<ul style="list-style-type: none"> • Mission and Purpose 	EX: City of Tamarack (exercise 20)	Reputation points due by Fri. 4PM Nov 4
Week 3		
November 8: Integrative Negotiation		
<ul style="list-style-type: none"> • Integrative Negotiation- Creating Value 	R: Essentials of Negotiation Ch 3-4	Team Journal 1 Due (Cover weeks 1-2 reading and weeks 2 exercise)
<ul style="list-style-type: none"> • Strategies and Tactics 	R: Negotiation-Readings, Exercises and Cases- 6.8, 1.2	Blog entry
<ul style="list-style-type: none"> • Planning 	EX: Island Cruise (exercise 15)	Reputation points due by Fri. 4PM Nov 11
Week 4		
November 15: Ethics		
<ul style="list-style-type: none"> • Ethics 	R: Essentials of Negotiation Ch 5-6	Blog entry
<ul style="list-style-type: none"> • Cognition 	R: Negotiation-Readings, Exercises and Cases- 1.11, 2.1, 6.4	
<ul style="list-style-type: none"> • Emotions 	EX: Buena Vista Condo (exercise 19)	Reputation points due by Fri. 4PM Nov18

Week 5		
November 22 : Using Leverage		
<ul style="list-style-type: none"> • Sources and uses of leverage • Creating leverage • Exerting influence 	R: Essentials of Negotiation Ch 7-8	Blog entry
	R: Negotiation-Readings, Exercises and Cases- 2.3, 2.6, 2.7, 4.1	Team Journal 2 Due (Cover weeks 3-4 reading and weeks 2 exercise)
	EX: Job Offer (exercise 24A)	Reputation points due by Fri. 4PM Nov 25
	EX: Live8 (all email; must be completed by Sep 20 at 4PM)	Reputation points due by Wed. 4PM Nov 23
Week 6		
November 29: Relationships		
<ul style="list-style-type: none"> • Are relationships important? • Multi-party, multi-issue negotiation 	R: Essentials of Negotiation Ch 9-10	Blog entry
	R: Negotiation-Readings, Exercises and Cases- 3.6, 3.7	
	EX: Connecticut Valley School	Reputation points due by Fri. 4PM Dec 2
Week 7		
December 6: Best Practices		
<ul style="list-style-type: none"> • Understanding the other side • Effective questioning 	R: Essentials of Negotiation Ch 12	Blog entry
	R: Negotiation-Readings, Exercises and Cases- 4.2, 4.3	Project due
	EX: Negotiating for Panda	Reputation points due by Fri 4PM Dec 9
Week 8		
December 13: Finals Week		
These must be submitted via hard copy to the classroom at 4:05PM		Blog entry
		Team Journal 3 Due (cover weeks 5-7 readings and exercises)