



MAN6447 Negotiation

Section 0480 FA17 MOD1

GENERAL INFORMATION

Instructor:	Judith Scully Callahan, PhD	Office:	211-E Stuzin Hall
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Class Time:	W 4:05-8:10 PM	Office Hours:	T Noon-2 PM 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.

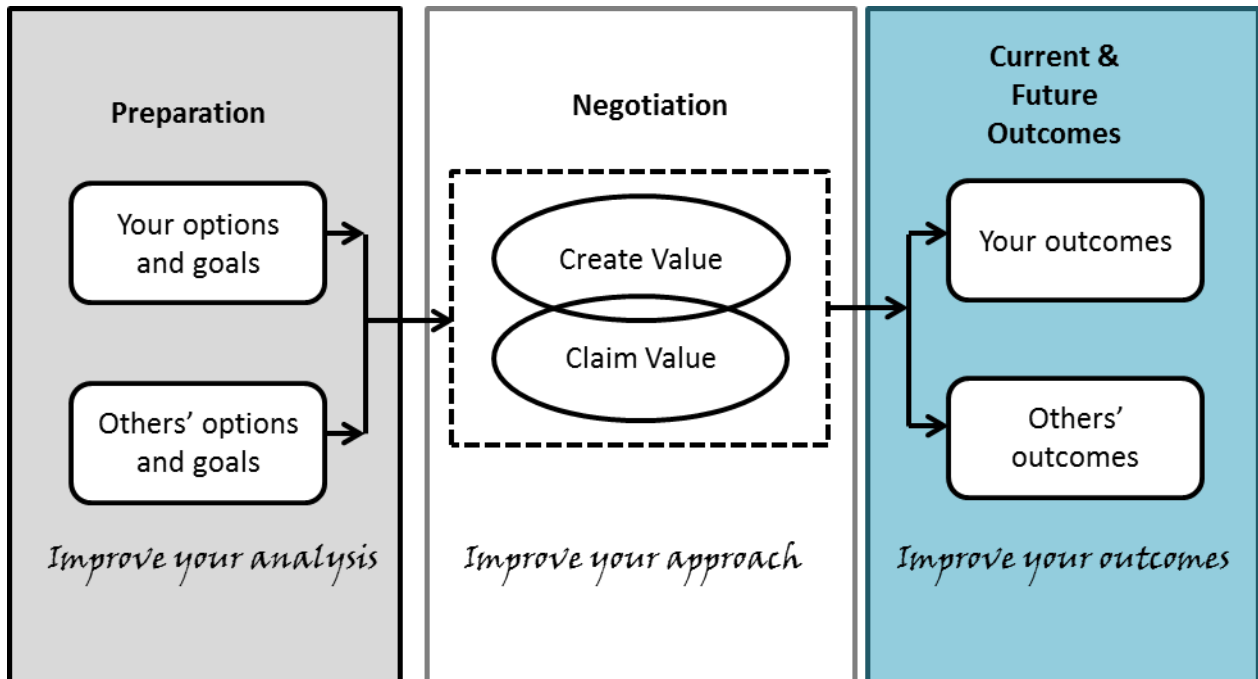
Effective negotiation is the art and science of securing an agreement between two or more independent parties. The definition makes it clear that we negotiate daily. We bargain with employers, co-workers, service providers, bankers, and merchants. Have you noticed that you leave some of these interactions 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; instructions are provided on the discussion page titled "Expert Negotiator". You must purchase the software within two days so we may distribute the roles in a timely manner. Failure to pay within two days will exclude you from negotiations which will ultimately result in failing the course.

COURSE REQUIREMENTS

Requirement	Potential Points
Project	35
Graded Negotiation	60
Final Negotiation	30
Reputation Points	25
Potential Total	150

Project

35 points

Throughout the term, 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 **1200 word maximum**, 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"

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. Most will take place while you are on campus, one will be conducted solely over email. 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 preparation 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.
- Remember:** each negotiation both confidential role information which is distributed via Expert Negotiator and background information located in the Lewicki's Readings, Exercises and Cases textbook. You must consider both in your preparation.
- 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 20 percent on the basis of negotiation-score average receive grades in the A range. The next 20 percent receive B+’s, with the remainder receiving lower grades.

The negotiation preparation in Expert Negotiator is due before the negotiation occurs. The results and insights are due three days after class. These dates are noted on the schedule below.

Information on purchasing a license will be posted on a Canvas Discussion board titled “Negotiations”.

Final Negotiation **30 points**

The format will be identical to all prior negotiations.

Reputation Points **25 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 reputation scores for each person for each negotiation. If you are an observer of a negotiation, 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 before the roles are released in Expert Negotiator (typically the day after we meet, the roles are released for the coming week).** You may miss one class without adverse impact. **Absences without prior notification and/or a 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. **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. The note-taking process itself, whether on a laptop or on paper, is of mixed value – it can document information and reinforce learning, but it can also become a self-absorbing exercise. 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
		131-134	B+	116-119	C+	101-104	D+	<90	E
141-150	A	125-130	B	110-115	C	95-100	D		
135-140	A-	120-124	B-	105-109	C-	90-94	D-		

Course Grievance Procedures: If you feel an assignment was graded unfairly, you may use the following procedure to voice your complaint.

- Within 5 calendar days of receiving the grade, provide me with a written appeal. Submit the written appeal via mail on e-learning. After 7 days, a grade is deemed final.
- 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.
- 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 and 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. ISBN: 978-0-07-786242-8
- Lewicki, Berry, B., and Saunders, D.M. (2016) *Essentials of Negotiation* (6th ed.) McGraw Hill-Irwin. NY, NY. ISBN: 978-0-07-786246-6

Software:

- Expert Negotiator (purchase instructions are posted on the discussion board by the same name)

Article:

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

Recommended Readings

- a) Bazerman, M.H. and Moore, D.A.(2013) Judgment and managerial decision making. (8th ed.). Wiley, Hoboken, NJ.
- b) Robbins, S.P. (2009) Self-Assessment Library: Insights into your skills, interests and abilities (Version 3.4) Pearson Education, Inc. Upper Saddle River, NJ.
- c) Lewicki, R.J., Saunders, D.M., and Barry, B. (2015) Negotiation (7th ed.). McGraw-Hill, NY, NY.
- d) Camp, J. (2007) NO: The only negotiating system you need. Crown Publishing.
- e) Cohen, H. (1980) You can negotiate anything. Bantam Books, Secaucus, NJ.
- f) 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		
August 23: Introduction to Course & Nature of Negotiation		
<ul style="list-style-type: none"> • What is a negotiation? • Identifying elements of and opportunities to negotiate 	EX: Pasta Wars (exercise 3)	
Week 2		
August 30: Preparation & Distributive Bargaining		
<ul style="list-style-type: none"> • Goal Focus v. BATNA • Distributive Bargaining-Claiming Value • Mission and Purpose 	R: Essentials of Negotiation Ch 1-2	
	R: Negotiation-Readings, Exercises and Cases- 1.5, 6.8	Island Cruise Prep
	EX: Developing Your Negotiation Style (questionnaire 2)	Questionnaire #2 Completed
	EX: Island Cruise (exercise 15)	Reputation points and results and insights due by Fri. 4PM Sep 1
Week 3		
September 6: Integrative Negotiation		
<ul style="list-style-type: none"> • Integrative Negotiation- Creating Value • Strategies and Tactics • Planning 	R: Essentials of Negotiation Ch 3-4	
	R: Negotiation-Readings, Exercises and Cases- 1.2, 1.7, 3.7	Bestbook and New House Prep
	EX: City of Tamarack (exercise 11)	Reputation points and results and insights due by Fri. 4PM Sep 8

Week 4		
September 13: Ethics & Individual Differences		
<ul style="list-style-type: none"> • Ethics • Cognition • Emotions 	R: Essentials of Negotiation Ch 5-6	
	R: Negotiation-Readings, Exercises and Cases- 1.11, 2.1, 6.4	Employee Exit Prep
	EX: Employee Exit Interview (exercise 19)	Reputation points and results and insights due by Fri. 4PM Set 15
Week 5		
September 20 : Using Leverage & Communication		
<ul style="list-style-type: none"> • Sources and uses of leverage • Creating leverage • Exerting influence 	R: Essentials of Negotiation Ch 7-8	Live8 Prep due Sep 16
	R: Negotiation-Readings, Exercises and Cases- 2.3, 2.6, 2.7, 4.1	CN Valley Prep
	EX: Connecticut Valley School (exercise 28)	Reputation points and results and insights due by Fri. 4PM Sep 22
	EX: Live8 (conducted via email; must be completed & submitted via Canvas by Sep 18 at 4PM)	Reputation points and results and insights due by Fri. 4PM Sep 22
Week 6		
September 27: Relationships & International Negotiations		
<ul style="list-style-type: none"> • Are relationships important? • Multi-party, multi-issue negotiation 	R: Essentials of Negotiation Ch 9-11	
	R: Negotiation-Readings, Exercises and Cases- 3.6, 5.1, 5.2	Job offer Prep
	EX: Job Offer (exercise 24A)	Reputation points and results and insights due by Fri. 4PM Sep 29
Week 7		
October 4: Best Practices		
<ul style="list-style-type: none"> • Understanding the other side • Effective questioning 	R: Essentials of Negotiation Ch 12	Project due
	R: Negotiation-Readings, Exercises and Cases- 4.2, 4.3	Panda Negotiation Prep
	EX: Negotiating for Panda (exercise 21)	Reputation points and results and insights due by Fri. 4PM Oct 6