MANAGEMENT 569: NEGOTIATION STRATEGIES
Fall, 2014
W, 4:00–6:30 ASM 1004

"Never let us negotiate out of fear, but let us never fear to negotiate"
– John F. Kennedy

Professor: Michelle Arthur
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COURSE OBJECTIVE:

The goal of this course is to teach students to effectively integrate the experiential and intellectual learning components of negotiations. The course will cover a broad spectrum of negotiation problems that are faced by managers. Considerable emphasis will be placed on simulations, role-playing and cases. The core objectives of this course include:

- Establishing objectives to be achieved in a negotiation.
- Exploring the underlying dimensions of negotiation strategies.
- Developing the ability to prepare, frame and execute a successful negotiation.
- Employing psychological concepts and theories that guide negotiation tactics.
- Promoting interpersonal skills to achieve conflict resolution.
- Cultivating the ability to communicate and listen effectively in negotiations.

Required Textbooks:

Roy J. Lewicki, David M. Saunders and Bruce Barry. Essentials of Negotiations 5th edition. McGraw-Hill Irwin. ISBN 0-07-353036-9. (EN)

Roy J. Lewicki, David M. Saunders and Bruce Barry. Negotiation Readings, Exercises, and Cases. 6th edition. McGraw-Hill Irwin. ISBN 0-07-353031-4. (REC)

Optional Textbooks:

Roger Fisher, William Ury and Bruce Patton. Getting to Yes. Penguin Books.

William Ury. Getting Past No. Bantam Books.

Course Evaluation:

15% Negotiation Journal
25% Class Participation
10% Reputation Index
30% Case Studies
10% Collecting Nos Project
10% Final Project

Negotiations Journal:
The purpose of the personal reflection journal is to encourage you to reflect on your behavior during the negotiations. Your journal entries should give me a sense of your progress as a negotiator. In doing so, you should analyze what you have learned in the class. It should not be a detailed report of everything that happened in each negotiation. Rather, you should pick four negotiations (one page per entry) and focus on issues such as:

A. A brief summary of the nature of the negotiation.
B. What did you learn about yourself from this experience?
C. What did you learn about the behavior of others from this experience?
D. How do the concepts presented in the lecture or readings enrich your understanding of the process of this negotiation, the outcome, or your own style?

Two journal entries must be handed in on Wednesday, October 1 at 6:30. Two additional journal entries must be handed in on Wednesday, November 19 at 6:30.

Class Participation:
Participation is essential for a class based upon experiential learning. The majority of learning in this class comes from doing the exercises and contributing to the discussions. I will evaluate your participation score based upon your class attendance, preparation for all class activities, and the quality of your contribution to class discussion.

Reputation Index:
By the end of the course you will have negotiated with several of your classmates. Based on these experiences, your classmates will be asked to evaluate your reputation index as a negotiator. The index is a proxy of the long-term effects of reputations created by negotiation activities. Individuals who have developed reputations as trustworthy and effective negotiators will have an advantage in future negotiations. In short, the way you conduct yourself in negotiations today will affect the options available to you in future negotiations. Completed reputation index forms are due on Wednesday, December 3 at 6:30.

Case Studies:
Each class member is expected to write-up three case studies chosen from the schedule of topics and assignments listed below. The case assignments are marked with an asterisk (*). The questions for analysis will be assigned prior to the case discussion. Your analyses should be a maximum of two typed pages in double spaced format. Even if you elect not to write-up a specific case, you should be prepared for the discussion. If you select the Capital Mortgage Insurance Corporation case, the write-up is due Wednesday, September 3 at 6:30.

Homework:
Collecting Nos (p. 570) is a real world exercise designed to give you experience in making requests and dealing with others objections. You should be prepared to discuss one of your experiences in class and hand in the assignment on Wednesday, November 12 at 6:30.

Final Project:
You will be assigned either Eurotechnologies or SHARC to prepare and negotiate outside of class with your group. After the negotiation, you will be required to present your work to the class. In doing so, you must use class concepts to explain what happened in your group. I will give you a list of considerations to assist you in making the presentation interesting to your colleagues. The presentations will take place on the last day of class. I will assign your groups on October 22.

Schedule of Topics and Assignments

*The schedule listed below is tentative. I reserve the right to change items to enhance your learning experience.

August 20 Class Overview and Orientation
Introductions
Activity: Thomas-Kilman Conflict Mode Instrument

August 27 Introduction to Negotiation
Read: Chapter 1 (EN)
Sections 1.1, 1.2, 1.3 (REC)
Activity: Pemberton's Dilemma (handout)

September 3 Negotiation: Planning and Preparation
Read: Chapter 4 (EN)
Sections 1.4 (REC)
Lecture: Planning and Preparation
Prep Case: Capital Mortgage Insurance Corporation p. 567*
Prep: Planning for Negotiations p. 495 (Presentation on 9/24)

September 10 Framing and Distributive Bargaining
Read: Chapter 2 & Chapter 5 (EN)
Sections 1.10, 2.1, 2.8, 2.9 (REC)
Activity: Car purchase
Lecture: Framing and Distributive Negotiations

September 17 Integrative Negotiation
Read: Chapter 3 (EN)
Sections 1.8, 1.9, 3.1 (REC)
Activity: Island Cruise
Lecture: Getting to Yes

September 24 Group Presentations of Planning for Negotiations (20 minutes)
Communication and Cognitive Biases
Read: Chapter 6 (EN)

Sections 2.3 (REC)
Prep: Communication Competence Survey p. 691

October 1 Negotiation Leverage
Read: Chapter 7 (EN)
Sections 2.4, 2.7, 4.1 (REC)
Activity: New Recruit
Prep Case: Ken Griffey Jr. Negotiation (online)*

October 8 No Class -- Work on collecting Nos p. 564 (due 11/12)

October 15 Movie: The Negotiator
Discussion of Negotiation

October 22 Ethics
Read: Chapter 8 (EN)
Sections 2.10, 2.11, 2.12 (REC)
Activity: The Bullard House
Prep: Sins Scale II p. 680

October 29 Negotiation Breakdown
Sections 1.5, 6.2, 6.3, 7.2 (REC)
Prep Case: Pacific Oil Company p. 582*
Discussion: Debrief -- Pacific Oil Company
Lecture: Getting Past No
Activity: Eazy's Garage (handout)

November 5 Group Negotiations
Read: Chapter 10 (EN)
Sections 3.11, 3.12, 3.13 (REC)
Activity: Windy City Theater

November 12 Real World Debrief
Discussion of Nos (2-3 minutes per person)
Cross-Cultural Negotiations
Read: Chapter 11 (EN)
Sections 2.5, 5.1, 5.2, 5.3 (REC)

November 19 Third Party Approaches
Sections 6.6, 6.7 (REC)
Prep Case: Collective Bargaining at Magic Carpet Airline p. 629*
Activity: Telepro

November 26 No Class -- Thanksgiving

December 3 Final Group Presentation of Negotiation
Read: Chapter 12
Eurotechnologies & SHARC