Description. Everyone negotiates. Colleagues, spouses, unions, corporations, even nations negotiate. Negotiation skills are essential to anyone who works with and through people to achieve objectives. The purpose of this course is to provide students with the analytic and interpersonal skills to negotiate effectively.

Analysis is important because negotiators cannot develop effective strategies without understanding the context of the situation, the structure of the negotiations, the interests of the other parties, or their alternatives to a negotiated agreement. Interpersonal skills are important because negotiation is essentially a process of communication, relationship and trust building, and mutual persuasion.

The course builds from simple negotiations to those of greater complexity, from two-party, single issue, one-time cases to multi-party, multi-issue, cross-cultural negotiations. Through structured negotiation exercises, case studies, and readings, students will integrate the analytic and interpersonal skills necessary to being an effective negotiator in a rapidly changing environment.

Objectives. At the end of this course participants will be able to:

- Recognize and avoid the biases and psychological traps that limit the effectiveness of negotiators;
- Understand and apply the principles and practices of effective negotiation;
- Develop and apply the knowledge and skills to communicate, problem solve, and manage conflict; and
- Apply a systematic framework for improving negotiation outcomes.

Requirements

20% - Participation in course discussions, exercises and simulations

20% - Personal journal of reflection on course readings and exercises leading to the development of your own analysis of the negotiations process

15% - Five best quizzes
16% - Four planning documents

16% - Four debriefing papers

13% - Application paper

**Expectations:** The success of this course depends upon the full participation of the students. Therefore, students are expected to:

- Be prepared for each session
- Arrive on time for each session
- Attend the entire session
- Participate fully in each simulation and exercise
- Complete all assignments on a timely basis

In the event you have to miss class, please email me so that I can fill you in on the class and send you relevant course materials. If you know in advance, let me know so that I can brief you on the class. Where possible ask a classmate to get the class handouts.

**About the Journal.** The journal is intended to help students integrate the learning from the readings and exercises to develop their own framework for understanding and conducting negotiations. It is ok to disagree with the authors or the instructor if you explain your reasons. The journal should include personal learnings and insights, analysis of application assignments, diagnosis of personal competencies, and action plans for increasing personal effectiveness. As you reflect on ideas and experiences, consider the questions below:

- Do you agree or disagree and why?
- Can you give an application of the idea or skill drawing from your own experience?
- In trying out a concept or skill (in or out of class), what worked? What did not work? Why? What would you do differently?
- How will this idea, concept or skill add to your ability to conduct the negotiation process?
- How will this idea, concept or skill affect your behavior in negotiations?

The course requires sustained engagement with the course material. During the course you should be constantly looking for situations where you can test your understanding or practice skills. You are encouraged to make two or three journal entries per week and are required to make at least one entry per week. Please use the Journal section of Blackboard to make your entries.

**Planning Documents.** Planning documents for four bargaining simulations (The Used Car, Oceana, Brookside Hospital vs. Black Computer Systems, and International Lodge) should be posted on Blackboard (under Journal) prior to each simulation. Your planning document should be 2 to 3 pages in length, type written and consider:
• Who are the parties,
• What are the issues,
• What are the interests and priorities,
• What is your BATNA,
• What is the other party’s BATNA,
• What are your goals.

**Debriefing Papers.** The four debriefing papers should be 4 to 5 pages in length, type written, posted to Blackboard (under Journal) within 5 days of completing the simulation and include:

• An overview of the negotiation,
• The issues addressed,
• The preparation and planning process your team used,
• The actual progression of events and how the negotiation evolved (what you and the other team did),
• The outcome of the negotiations,
• Your recommended post-settlement settlement,
• The performance of your team and the other team,
• A summary of what you learned (about negotiation and about yourself as a negotiator).

**Application Paper.** The application paper should analyze a work-related negotiation process you have participated in or are familiar with. The paper should be about 6 to 9 pages in length and reflect a systematic framework for analyzing the negotiation process. Please post to Blackboard under Journal.

**Required Readings:**


Course Pack available on Blackboard and distributed by instructor.

**Agenda and Readings:**

**Tuesday, May 8, Defining Effective Negotiation**

• Review Course Syllabus
• Participant Introductions and Expectations
• Bargaining Experiment: The Genetic Tomatoes
• Defining Effective Negotiation
• Limits to Effective Negotiation

**Tuesday, May 15, The Negotiation Process**
- Principles and Practices of Effective Negotiators
- Case Study: The Sluggers Come Home
- The Negotiation Process
- The Used Car Simulation: Bargaining Teams Established

Assignments to be completed prior to class:

Bazerman and Neale, *Negotiating Rationally*, pp.1-64
Fisher and Ury, *Getting to Yes*, pp. 1-15

**Tuesday, May 22, Negotiation Styles**

- The Used Car Negotiations and Debriefing
- Understanding Your Negotiating Style: The Thomas-Kilmann Inventory

Assignments to be completed prior to class:

Bazerman and Neale, *Negotiating Rationally*, pp. 67-76
Fisher and Ury, *Getting to Yes*, pp. 17-57
Ury, Brett and Goldberg, “Three Approaches to Resolving Disputes”
Used Car Planning Document

**Tuesday, May 29, Negotiation as Problem Solving**

- Interest-Based Problem Solving and Value Creation
- Case Studies
- Communicating to Negotiate: Listening and Questioning
- Oceana Negotiating Teams Established

Assignments to be completed prior to class:

Bazerman and Neale, *Negotiating Rationally*, pp. 77-101
Fisher and Ury, *Getting to Yes*, pp. 58-81
The Used Car Debriefing Paper

**Tuesday, June 5, Influence Strategies**

- Sources of Power in Negotiation
- Influence Strategies
- Oceana Simulation: Bargaining Begins

Assignments to be completed prior to class:

Bazerman and Neale, *Negotiating Rationally*, pp.105-125
Fisher and Ury, *Getting to Yes*, pp. 82-95
Sebenius, “Six Habits of Merely Effective Negotiators”
Cialdini, “Harnessing the Science of Persuasion”
Oceana Planning Document
Tuesday, June 12, Deal Making

- Oceana Negotiations and Debriefing
- Negotiating Disputes
- Brookside Hospital vs. Black Computer Systems Simulation: Bargaining Teams Established

Assignments to be completed prior to class:

Bazerman and Neale, *Negotiating Rationally*, pp. 126-139
Fisher and Ury, *Getting to Yes*, pp. 96-108
Lytle, Brett, and Shapiro, “The Strategic Use of Interests, Rights and Power to Resolve Disputes”
Raiffa, “Post-Settlement Settlements”

Tuesday, June 19, Negotiating Disputes

- Brookside Hospital Negotiations and Debrief
- The Strategic Use of Interests, Rights and Power
- Responding to Aggressive Bargainers

Assignments to be completed prior to class:

Bazerman and Neale, *Negotiation Rationally*, pp. 140-159
Bazerman and Gillespie, “Betting on the Future”
Keiser, “Negotiating with a Customer You Can't Afford to Lose”
Oceana Debriefing Paper
Brookside Hospital Planning Document

Tuesday, June 26, Labor-Management Bargaining: Negotiating Change

- Eastern Airlines Case Study
- Negotiating Change
- International Lodging Bargaining Teams Established

Assignments to be completed prior to class:

Bazerman and Neale, *Negotiating Rationally*, pp. 160-175
Brookside Hospital Debriefing Paper
Malhotra, “Four Strategies for Making Concessions”
Walton, et.al., “A Theory of Strategic Negotiations”
McKersie, The Eastern Airlines Saga
Thursday, July 12, Negotiating Across Borders – Note Change in Day

- International Lodging Negotiations and Debrief
- Culture and Negotiation
- Culturally Responsive Negotiation Strategies

Assignments to be completed prior to class:

Brett, “Negotiation and Culture: A Framework”
Sebenius, “The Hidden Challenge of Cross-Border Negotiations”
Salacuse, “How Culture Affects Negotiating Style”
Ertel, “Getting Past Yes: Negotiating as if Implementation Mattered”
International Lodging Merger Planning Document

Tuesday, July 17, Negotiation and Ethics, Negotiation as Corporate Capability

- Negotiation and Ethics
- Negotiation as Corporate Capability
- Course Review and Wrap Up
- Course Evaluation

Assignment to be completed prior to class:

Fisher and Ury, 149-194
Hallam Movius and Lawrence Susskind, “Negotiation as an Organizational Capability,” Chapter 2 of *Built to Win: Creating a World-Class Negotiating Organization.*
International Lodging Merger Debriefing Paper

Final journal entry and application paper are due July 27.