

BUS MHR 7244: NEGOTIATIONS

Spring 2018

Tuesdays and Thursdays 1:00 – 2:30 PM

Tuesdays: Pfahl 330 (1/9 – 2/20) & Gerlach 375 (3/7 – 4/19) Thursdays: Gerlach 275

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Office hours: by appointment

COURSE INFORMATION

Negotiation is the art and science of securing agreements between two or more interdependent parties. The purpose of this course is to understand the theory and processes of negotiation as it is practiced in a variety of settings. This course is designed to complement the technical and diagnostic skills learned in other courses at Fisher. A basic premise of the course is that although a manager needs analytical skills to develop optimal solutions to problems, a broad array of negotiation skills is needed in order for these solutions to be accepted and implemented.

Course Objectives

The course will highlight the components of an effective negotiation and teach students to analyze their own behavior in negotiations. The course will be largely experiential, providing students with an opportunity to develop their skills by participating in negotiations and integrating their experiences with the principles presented in the assigned readings and lectures.

As a result of this course, I hope you will:

- Gain a broad intellectual understanding of the central concepts in negotiation. These concepts will be the building blocks from which we can systematically understand, evaluate, and execute negotiations.
- Develop confidence in the negotiation process as an effective means for resolving conflict in organizations.
- Improve your analytical abilities in understanding the behavior of individuals, groups, and organizations in competitive situations.
- Experience the negotiation process and learn how to evaluate the costs and benefits of alternative actions.
- Improve your ability to manage the negotiation process.

Required Materials

Text: Essentials of Negotiation, 6th Edition by Lewicki, Barry & Saunders

Readings posted on the course web site

DRRC Negotiation Exercises (.url to purchase exercises will be emailed to students)

HBS Cases and Readings (.url to purchase cases/readings will be emailed to students)

Honor Code/OSU Code of Student Conduct

As affirmed in the Honor Statement of the Fisher College of Business (FCOB), ethics and academic integrity are fundamentally important for all courses here at Fisher. Academic integrity means that you are expected to approach all assignments within the letter and spirit of the class rules and the OSU code of student conduct. Specifically, I expect that any information you convey to me is truthful, that any materials submitted for a grade are your original work, that you complete any individual assignments without the assistance of others, and that you cite all sources appropriately. The citation style of the *Publication Manual of the American Psychological Association* is preferred for this course.

The code applies to this course as follows:

- You are expected to be prepared and on time for all negotiations (see attendance policy below).
- You may not show your confidential role materials to the other parties in a negotiation.
- You may not read or obtain the confidential role materials held by your opponents in negotiations exercises (either directly or through Google – or through other sources online or otherwise).
- You may use any strategy, short of physical violence and sexual harassment, to reach an agreement, including misrepresentation. However, in selecting a strategy it is wise to consider that using it may have ramifications far beyond the particular negotiation.
- You may not make up facts or information that materially change the power distribution of the exercise, e.g. your family has just bought the company you are currently negotiating with for a job.
- It is not appropriate to borrow notes, discuss cases, or share exams with people who are not enrolled in this section.
- Events that occur in the various exercises are not to be discussed with people who are not enrolled in this section.

Attendance Policy

Students are expected to attend class regularly, arrive to class on time, and to participate in all class discussions and negotiation exercises. If you must miss an in-class negotiation (labeled “**Negotiate**” on the outline), it is your responsibility to notify the professor via email at least 24 hours before the class session. You may miss one negotiation without penalty if you provide this advance notice. Failure to notify the professor will result in a drop of one letter grade for the course. Additionally, missing more than two negotiations will result in a drop of one letter grade for the course. Failing to be prepared for an exercise will be treated as an absence, as will tardiness resulting in a missed exercise. Missing more than five class sessions will result in your failing the course. If you are ill, please notify the professor as soon as possible. **With respect to illness, this course will adhere to the university attendance policy.**

Accessibility and Accommodations

The University strives to make all learning experiences as accessible as possible. If you anticipate or experience academic barriers based on your disability (including mental health, chronic or temporary medical conditions), please let me know immediately so that we can privately discuss options. You are also welcome to register with Student Life Disability Services to establish reasonable accommodations.

After registration, make arrangements with me as soon as possible to discuss your accommodations so that they may be implemented in a timely fashion. **SLDS contact information:** slds@osu.edu; 614-292-3307; 098 Baker Hall, 113 W. 12th Avenue.

Course Requirements and Grading

Participation and Class Contribution	20%
Planning Documents	20%
Midterm Exam	30%
Real World Group Negotiation	30%

Participation and Class Contribution (20%)***

This portion of your grade will include the quality of your participation in class discussions and exercises (including punctuality), as well as preparation for class.

Quality comments possess several properties including (but not limited to) the following:

- Apply required readings to negotiation experiences
- Offer a unique and relevant perspective on the readings or in-class experiences
- Contribute to moving the analysis forward
- Transcend the “I feel” tendency – include evidence, demonstrate recognition of basic concepts, and integrate these with reflective thinking
- Link relevant course concepts to current events or personal experiences
- Raise thoughtful questions about the topic

*****Please note, comments or behaviors that are disrespectful of others, that detract from the learning environment, or that disrupt the class will have a negative impact on your grade.**

Planning Documents (20%)

Preparation is one of the most important ways you can improve your performance in a negotiation! To help you prepare fully for the role you will play in each negotiation, you are required to complete a planning document for specified cases. This document is your “admission ticket” to the negotiation that week. **Please submit your planning document electronically through the course web site before class begins.** If you encounter difficulty submitting your planning document electronically, you may email your document to the professor **before class begins**. You may also wish to bring a copy to class for reference in the negotiation. **Planning documents should be submitted even when you have an excused absence for missing the in-class negotiation.**

Planning documents help you to prepare for negotiations by asking you to consider different dimensions of the exercise before you negotiate. Time spent on preparation should focus on assessing not only your interests and goals but also those of your counterpart(s). The more complete the information you have about yourself and other parties, the more control you can assume over your own actions and reactions

during the negotiation process. When you do not have information about your counterpart(s), you should make the best guesses you can. One way of beginning the negotiation process is to try to fill in the gaps in your information. **Planning documents should be TYPED and concise (no longer than 2 pages) at-a-glance references.** A reasonably intelligent person should be able to negotiate effectively on your behalf using your planning document. Examples are provided on pages 6 and 7 of this syllabus.

Midterm Exam (30%)

This is an in-class written exam. The exam will cover the concepts addressed in class sessions as well as the required readings. The exam will ask you to apply the course concepts, which means you need to know not only the definitions of various concepts, but the pros and cons of using various concepts strategically. You may use one, two-sided 8^{1/2}"X11" sheet of paper with notes for reference during the exam.

Real-World Group Negotiation (30%)

During the course of this class, you will need work with your assigned team members to plan and execute a real-world negotiation for something of personal value to one or more members of the group. You can negotiate for anything you would like- a good or service from a merchant, a salary with a potential employer, etc. Your analysis of this negotiation should be 4 - 7 pages (8^{1/2}" X 11" paper, 12-point font, double-spaced) in length. It should include a discussion of your pre-negotiation planning and analysis, including your issues, interests and priorities, the negotiation itself, and an analysis of how successfully you negotiated. You should think about the following questions: What went wrong/well? What were the other parties' interests? What could have been done differently? How was the process linked to the outcome? How do course concepts and readings apply to this experience? Please do not attach planning documents, all information to be considered should be in the text. All groups will give presentations on their negotiations during the last few class sessions. The analysis of the negotiation is due by **5:00 pm Wednesday April 25, 2018.**

Grading will focus on your ability to use concepts from class and readings to execute and analyze a real-world negotiation.

Please observe the following limitations regarding the Real-World Negotiation:

1. You MAY NOT write retrospectively about a past negotiation.
2. You MAY NOT inform the other party that the negotiation is for a class.
3. You MUST follow through with the terms of the negotiation if they are acceptable to you.
4. All aspects of the negotiation must be legal. :)

Course Outline

The course outline listed on the following page is provided as a guideline and may be subject to minor changes. Revisions will be announced in class and posted to the course web site. You are responsible for all assignments listed on the syllabus and any announced alterations to the course outline. In the event that you are absent from a class session, it is your responsibility to check the course site, and to follow up with your classmates or the professor regarding any announcements or changes.

Course Outline

Class	Date	Due/ Read for Class	In Class	Read After Class
1	1/9/18		Course Introduction Exercise: Negotiation I	•Text pp. 1 – 12 (up to “Mutual Adjustment...”) •Thompson “Preparation: What to do Before...” (C)*
2	1/11/18		Debrief Negotiation I	•Text Chapter 2 •Should You Make the First Offer? (PON)
3	1/16/18		Exercise: Negotiation II	•Text pp. 150-156
4	1/18/18		Exercise: Negotiation III	•Text Chapter 3
5	1/23/18	Coast News Planning Document	Negotiate: Coast News	•Text Chapter 4
6	1/25/18		Debrief Coast News	•Interests: The Measure of Negotiation (C) •Post Settlement Settlements in Two-Party... (C)
7	1/30/18	Moms.com Planning Document	Negotiate: Moms.com	•Putting More on the Table...(PON) •Tradeoffs and Concessions (C) •AMPO vs City (C)
8	2/1/18		Debrief Moms.com	•Betting on the Future...(HBR) •How to Manage Your Negotiating Team (HBR)
9	2/6/18		Negotiate: STAR	•Three Ethical Issues in Negotiations (C)
10	2/8/18	•Text Chapter 5	Debrief STAR	•When is it Legal to Lie in Negotiations? (C)
11	2/13/18		Negotiate: Prosando	•Three Approaches to Resolving Disputes (C) •Mediation an Introduction (C) (optional)
12	2/15/18	•Text Chapter 8 (optional)	Debrief Prosando	•Secrets of Successful Mediators (C)
13	2/20/18		Real World Applications/Guest Speaker	
14	2/22/18	Negotiate: Virtual Victorian Submit transcripts	Debrief Virtual Victorian •Negotiating via Information Tech. (C)	•When Should We Use Agents? (C)
NO CLASS 2/27/18				
15	3/1/18		MIDTERM EXAM	
16	3/6/18		Moves and Turns in Negotiations	•Staying in the Game or Changing It (C)
17	3/8/18	Prepare for Case Discussion	Case: Tom Muccio: Negotiating the P&G Relationship with Wal-Mart (HBS) •Text Chapter 9	
SPRING BREAK 3/12 – 3/16/18				
18	3/20/18		Exercise: Multiparty Negotiation	•Text Chapter 10
19	3/22/18		Debrief Multiparty Negotiation	
20	3/27/18		Negotiate: Harborco	•Negotiating Group Decisions (C)
21	3/29/18		Debrief Harborco	
22	4/3/18		Negotiate: International Lodging Merger	•Text Chapter 11
23	4/5/18		Debrief International Lodging Merger	
24	4/10/18		Video Case Analysis	
25	4/12/18		Real World Applications	
26	4/17/18		Real World Applications	
27	4/19/18	•Text Chapter 12	Course Finale	

REAL WORLD NEGOTIATION DUE 5:00 p.m. Wednesday April 25, 2018

* (C) = On the course Canvas site (HBS) = HBS Case/Exercise (HBR) = HBR Article (PON) = PON Newsletter

PLANNING DOCUMENT (EXAMPLE)

Negotiation: _____

Role: _____

What issues are most important to you? (list in order of importance)

- 1.
- 2.
- 3.
- 4.
- 5.

What is your BATNA? Reservation Price? Target?

What are your sources of power?

What issues are most important to your opponent? (list in order of importance)

- 1.
- 2.
- 3.
- 4.
- 5.

What is your opponent's BATNA? Reservation Price? Target?

What are your opponent's sources of power?

What is your opening move/first strategy? Other important information?

PLANNING DOCUMENT (EXAMPLE)

Negotiation: _____

Role: _____

SELF

OTHER

Interests

Positions

Priorities

BATNA

Reservation Price

Target/Goals

Sources of Power

Opening Move/Other Information

GROUP MEMBER EVALUATION FORM
(see the course site for an Excel version of this document)

Your Name

Group Members (including yourself)	Commitment to Excellence	Teamwork	Originality and Initiative	Dependability

Instructions:

Rate each group member (including yourself) using the following scale:

- 1 = poor
- 2 = needs improvement
- 3 = satisfactory
- 4 = very good
- 5 = excellent