

MGMT 547:
Successful Negotiations
Fall 2015, Sections C&D

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OVERVIEW

We negotiate every day—with potential employers, coworkers, roommates, landlords, family members, bosses, merchants, service providers, etc. Determining what price we will pay, the amount of our salary and compensation, task deadlines, what movie to watch, even bedtime . . . all of these are negotiations. Despite the prevalence of negotiations in our lives, many people know little about the strategy and psychology of effective negotiations. Why is it sometimes easy to get our way, while other times it seems impossible? When should we feel good about a deal? When should we push for a better deal? A basic premise of the course is that while a manager needs analytical skills to discover optimal solutions to problems, a broad array of negotiation skills is needed for these solutions to be accepted and implemented. The course allows participants the opportunity to develop these skills experientially and to understand negotiations in useful analytic frameworks.

Above all, this course is designed to improve your ability to negotiate effectively. To negotiate effectively, you must be:

- able to recognize situations that involve negotiation, even when they aren't the formal, at-the-table encounters most commonly called negotiations.
- familiar with your own foibles as a negotiator, and able to control them.
- able to anticipate actions that your counterpart will take and to respond appropriately.
- familiar with the dynamics of power, of culture, of coalitions, of interests, of relationships, and of emotions that affect human interactions.

COURSE FORMAT

To meet the goals listed above, you must practice. This course is designed to give you hands-on negotiation experience through role-plays and simulations in class, and 'real world' negotiations outside of the classroom. The in-class simulations have been chosen to highlight the central concepts that underlie negotiation strategy and address a broad spectrum of negotiation problems that are faced by managers and professionals. Generally, you will negotiate in each class, and we will discuss and debrief after each negotiation as a class. You'll solidify lessons learned and develop your confidence and experience base with negotiation assignments outside of the classroom.

Practice alone is not enough, however. There is no blueprint or set of "seven habits" that guarantee good negotiation outcomes. Negotiation phenomena are ambiguous and you will rarely have perfect

information at any time during the negotiation process. Only by understanding *why* given approaches can be effective can you develop a flexible negotiation toolbox to help you from situation to situation. Our lectures, discussions and readings are designed to increase your exposure to skills, theoretical frameworks, and language that will sharpen your negotiating prowess.

SPECIFIC COURSE POLICIES

1. **You must be at every session and on time.** MGMT 547 has an attendance policy that is strictly enforced. This policy is not in place to punish you, but rather to benefit you and your classmates. If you are not in class, one of your classmates is left without a negotiation partner, and consequently your classmate's experience suffers. Thus, the attendance policy is designed to ensure that you extend proper courtesies to your classmates, and also that they extend these same courtesies to you.

I will excuse one absence without penalty under the following conditions: An excused absence is defined as an absence for a serious personal or professional matter (e.g., an interview for your dream job, your own wedding, a death in the family, etc.), for which I have been given *as much prior notice as possible* (i.e., I know about the absence as soon as you know about it). In addition, for the absence to count as excused, you must make arrangements with your negotiation partner(s) to fulfill your negotiation duties before the scheduled class period or send in a substitute for yourself to class. The only exception to this rule would be well documented medical emergencies or situations which make it *physically impossible* for you to provide me with advanced notice. Failure to be on time for the start of a negotiation also counts as an unexcused absence.

Each unexcused absence will result in a .1 deduction in your final grade (i.e., from a 4.0 to a 3.9).

2. **Be prepared.** Please come to class having adequately read and prepared for that day's class and negotiation. If you haven't prepared your role properly, your classmate's experience will suffer (and vice-versa). Therefore, it is essential that you have thoroughly read and prepared the negotiation exercise for each class. Failure to adequately prepare for a negotiation exercise is considered an unexcused absence, even if you are physically present in class.

3. **Stick to the honor code.** As always, the honor code is in effect. In addition to the usual behaviors mandated by the honor code, this class requires that you follow some additional procedures:

* *Before a negotiation:* Read only the material assigned for your role and **do not share your role information** with other students in the course. Do not talk about confidential aspects of the exercises when you are within earshot of other students who may not have completed the negotiation yet (e.g., in the MBA Lounge), even if these students are not part of your conversation. Never assume material is identical even if a classmate is playing the same role, unless you are told that you can share information and strategize together. Like the attendance policy, this requirement exists to protect the learning experience for you and your classmates.

* *During a negotiation:* You may say anything you'd like, but you may not let your negotiation counterparts read your confidential role materials. While negotiating, do not make up facts that alter the nature of your role sheet; doing so compromises our ability to compare your results to the standard and decreases the learning opportunity for everyone. This does not mean, however, that you need to disclose all information that you have if you do not believe it strategic to do so. Feel free to duck, dodge, and spin your opponent's questions to your benefit, but recognize that your strategic choices may result in reputational consequences that extend beyond the present negotiation.

* *After the negotiation:* The quality of your educational experience is greatly dependent on your collective abilities and motivations to share your experiences. After each negotiation, I will ask you to describe your experiences. I hope that you will be honest, forthcoming, and respectful of each other as you describe what occurred. To encourage open and honest discussions, I ask that *what happens in MGMT 547 stays in MGMT 547*. Any course materials and content including but not limited to handouts, slides, discussions, and role sheets should not be shared. You cannot

give your copies of role sheets to anyone, either inside or out of this class (i.e., your friend who is planning to take the course next year).

COURSE MATERIALS

Coursepack/Negotiation user fees: There are copyrighted role sheets and usage fees associated with the negotiation simulations (\$27.50), which you will pay at www.negotiationexercises.com. I will explain this process on the first day of class. If the class fees are a financial hardship, please contact me so we can come to a solution that does not derail your learning.

Readings: All required readings are available on Canvas. Deadlines for reading are indicated on the last page of the syllabus.

Recommended/Optional readings:

There are many articles and books available on Negotiation- some good, some bad, and some dangerously terrible. Here is a partial list of some of the books that I recommend, in no particular order:

1. Negotiating Rationally (1992) by Margaret Neale and Max Bazerman
2. Getting To Yes (1991) by Fisher, Ury and Patton
3. Negotiating Globally (2007) by Jeanne Brett
4. Negotiation Genius (2007) by Deepak Malhotra and Max Bazerman
5. The Truth about Negotiations (2008) by Leigh Thompson (This is probably my favorite of the above)

EVALUATION AND GRADING

Your final grade in the course will be comprised of the following:

1. Class Participation (25 pts): Please reference the Class Participation document on Canvas to see exactly how I assign these points. Also, here is another reminder about how the course policy regarding attendance differs from many courses—review the policy above.

2. Preparation documents (5 pts each = 20 pts total): Upload to Canvas before class and have in class for your negotiation too. See guidelines and grading rubrics on Canvas.

3. Collecting No's Log (20 pts): Upload to Canvas before class by 10/1.

4. Personal Bargaining Experience (35 pts): Upload to Canvas by 11:59 pm on Monday November 3.

RESEARCH POLICY

All of the material presented in this course has been scientifically validated through careful empirical research, and some of the data have come from classes like this one. Following that tradition, I would like to be able to use the results of the negotiation exercises from this class for research purposes. Negotiation results used for research purposes always are aggregated and anonymous. If for some reason you do not want your outcomes from any exercise used for research purposes, please notify me.

HONOR CODE STATEMENT

I employ the policies and procedures espoused by the Foster School of Business Honor Code to maintain academic integrity in the course. The Honor Code of the Foster School of Business expressly prohibits cheating, attempted cheating, plagiarism, and lying to administration or faculty as it pertains to academic work. Suspected violations of the Honor Code will be referred to the Foster Honor Council as outlined within the Honor Code:

<http://www.foster.washington.edu/academic/mba/currentstudents/Documents/Honor%20Code/Honor%20Code%20Booklet%202011-12.pdf>

ONE LAST THING...

Help me help you: My only desire for the course is to create an environment that maximizes your learning. Thus, I have attempted to design the course in a way that's best for you, not me. I have based my decisions on my knowledge of the field, business norms, and feedback from my prior students. The topics we cover are those that offer the best potential for helping you succeed. Similarly, the decisions I make about which assignments to require are based on feedback from prior students, pedagogical theory, and based on my desire to give everyone a chance to succeed.

However, I recognize that each of you enters the course with different experiences, strengths, weaknesses, and goals. If there is something about the course that is not facilitating your learning, please let me know (via email, discussion board, or in person) so that we can brainstorm ways to accommodate your particular situation. I can't guarantee that I can solve every problem – a class of 50+ students requires some compromise, such that *no one* is likely to get what they want *all* of the time, but *everyone* is likely to get what they want *some* of the time – but I can guarantee that I will take your concerns seriously and take any steps I can to address them. If, however, I don't know about a potential problem, I cannot help to fix it or address it.

Similarly, if any unique or unusual circumstances occur during the course (e.g., illness or death in your family, disability, stress or job issues, etc.) please tell me *early* and *before* problems occur. (Note that grading benefits are not guaranteed, but at least we can work together to assure the most positive possible outcomes.) If you tell me at the end of the course, or after unwanted outcomes (i.e., poor grades, etc), you leave me in a position that makes it difficult to help you.

COURSE OUTLINE

Session #	Date	Lecture Topic	In class Negotiation	Readings Due	Assignments due
1	M 10/5	Distributive Bargaining	Coffee Contract	No readings or assignments due	
2	M 10/12	Integrative Bargaining	New Recruit	1. Why dick and Jane don't ask 2. Should you make the first offer? 3. 15 rules for negotiating a job offer	New Recruit Prep Collecting No's Log
3	M 10/19	Agents and Agreement	Bullard Houses	1. When should you go it alone? 2. Six habits of merely effective negotiators	Bullard Prep
4	M 10/26	Mediation & Managing Emotions Guest Lecture: Sgt James Kim, SPD Hostage Negotiation Unit	Viking	1. Negotiating with Emotion 2. How to put on the pressure 3. Defusing Threats	Viking Prep
5	M 11/2	Multiparty Negotiations	Harborco	1. When is it legal? 2. Bargaining with the Devil 3. Real leaders negotiate	Harborco Prep
	M 11/9				Personal Bargaining Experience due