NEGOTIATIONS
“It is not about winning or losing, it is about crafting the best deal.”

Northwestern University
Masters of Engineering Management
MEM 429

Professor:
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COURSE INFORMATION

We negotiate every day. We negotiate with potential employers, coworkers, roommates, landlords, parents, bosses, merchants, service providers, spouses, and even our children. What price we want to pay, how much we want to be paid, who will do the dishes ... all of these are negotiations. Yet, although people negotiate all the time, most know very little about the strategy and psychology of effective negotiations. Why do we sometimes get our way whereas other times we walk away feeling frustrated by our inability to achieve the agreement we desire?

Negotiation is the art and science of securing agreements between two or more interdependent parties. It is a craft that must hold cooperation and competition in creative tension. Therefore, the purpose of this course is to understand the theory and processes of negotiation as it is practiced in a variety of settings. The course is designed to complement the technical and diagnostic skills learned in other courses. A basic premise of this course is that while 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. Great analysis is of little value if you are unable to win support for the action it recommends.
COURSE OBJECTIVES

The course is designed to foster learning through experiential exercises. The exercises are designed to provide you with an opportunity to practice new strategies and tactics in a low-risk environment. In addition, you will learn more about how you react in specific negotiation situations, and develop more effective response techniques. Throughout the course you will receive feedback that will allow you to tweak your skills. Moreover the course is sequenced so that cumulative knowledge can be applied and practiced.

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

• Understand more about the nature of negotiation.
• Gain a broad intellectual understanding of the central concepts in negotiation.
• Develop confidence in the negotiation process as an effective means for resolving conflict in organizations.
• Improve your analytical abilities and your capacity to understand and predict the behavior of individuals, groups, and organizations in competitive situations.
• Develop a toolkit of useful negotiation skills, strategies, and approaches.

COURSE REQUIREMENTS AND GRADING

Your grade will be comprised of:

1. Course Contribution: Attendance, participation in class discussions, and professionalism
2. Negotiation Planning Documents
3. Real World Negotiation
4. On-going negotiation
5. Exam

ATTENDANCE POLICY

You are expected to attend all class meetings and participate in every negotiation case. If you must miss a class, you must contact me, ideally one week in advance, but at least 24 hours before the class session. Absences will be factored into your participation grade. You are required to submit a planning document even if you are absent. Failure to contact me about an absence will result in a drop of one letter grade for the course. Further, failure to participate in more than one exercise (regardless of notice) will result in a drop of one letter grade for the course.

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HONOR CODE

An honor code applies to this class as follows:

• You are expected to be prepared and on time for all negotiation exercises. **DO NOT PREPARE by googling for cases or case answers.** Seeking information about the cases using the internet or materials from students who have taken the class previously is unacceptable.

• You may use any strategy, short of physical violence and sexual harassment, to reach an agreement, including misrepresentation. However, in selecting a negotiation strategy it is important to remember that a strategy may have ramifications that go beyond the particular negotiation in which it was used.

• You are expected to put forth a good faith effort to negotiate all cases, whether assigned to complete inside or outside of class. Declaring an impasse without actually negotiating or only after a half-hearted discussion is unacceptable.

• **Do not** make up facts or information that materially changes the power distribution of the exercise. For example, you cannot claim that your family has just purchased the company with which you are negotiating about a job. If you are asked a question that calls for information that is not in your confidential instructions, you may say, “I don’t know.”

• You may **not** show your confidential role instructions to anyone else in the class. *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. You are free, however, to tell the other side whatever you would like about your confidential information. When you have completed a simulation, please do **not reveal your information to the other party before returning to the classroom**.

• It is not appropriate to borrow notes, discuss cases, or share exams with people outside of class.

• Class discussion stays in class.

• Material used in this class including but not limited to handouts, exercises, cases, discussion questions, charts, and graphs are copyrighted and may not be used for purposes other than the educational experience of this class without the written consent of the instructor. You may not post exercises or your responses to them on the internet or distribute these materials in any way.

• **Do not read ahead in the case packet!**
ACADEMIC INTEGRITY
Academic integrity is of the highest value. All students are expected to adhere to the university standards for academic integrity. Students who violate these standards will be sanctioned as deemed appropriate by the Director of the program. More information regarding academic integrity guidelines and policies can be found at http://www.northwestern.edu.uacc/

ACCOMMODATIONS FOR STUDENTS WITH DISABILITIES
In compliance with Section 504 of the 1973 Rehabilitation Act and the Americans with Disabilities Act, Northwestern University is committed to providing equal access to all programming. Any student with a disability requesting accommodations must register with AccessibleNU (accessiblenu@northwestern.edu; 847-467-5530) and request an accommodation notification for his/her professor, preferably within the first two weeks of class. All information will remain confidential.

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