

For a project manager, negotiation skills are essential. This course is designed to give you a foundation in the most important negotiation concepts and strategies. As you will see, the skills behind successful negotiations can be studied, learned, and practiced. You will learn about key concepts through readings and class discussions, and you will practice negotiation skills with role-playing simulations that cover a range of topics.

A rich negotiation literature has developed over the past 4 decades, and we will delve into some of that literature during this course.

NOTE 1: YOU MUST DO THE READING BEFORE EACH CLASS! DO NOT ENROLL IN THIS COURSE UNLESS YOU ARE COMMITTED TO DOING THE READING.

NOTE 2: Every class will have a negotiation simulation. DO NOT ENROLL IN THIS COURSE UNLESS YOU ARE PREPARED TO DO ACTUAL NEGOTIATIONS! There will be some lecture, but this course is “hands on” where you will spend much of the time negotiating and then de-briefing.

Oh, and the negotiations are a lot of fun, though quite serious.

You will also be required to do writing during the course, specifically

1. **Memo Analyzing Your Negotiation Style** – a one page single space memo to the instructor that reacts to the style assessment you will complete during the first class. Due before the second class.
2. **Memo Analyzing a Personal Negotiation** – a one-to-two page single space memo to the instructor analyzing a personal negotiation you took part in – for example, buying a car, negotiating a salary for a new job, etc. Describe the event, and analyze it in terms of key concepts you have learned so far in the course. Due before the sixth class.
3. **Paper Analyzing a Business Negotiation** – a 5-7 page double space paper analyzing a business negotiation in terms of key concepts you learned in the course. It can be a negotiation you took part in or observed first hand, or a negotiation undertaken by others. Topic due by Week 7. Draft due at the beginning of Week 10. Final paper due one week after the final class.
4. **Weekly Journal** -- You will also be required to keep a brief weekly journal from Week 3 to Week 10.

Here is the schedule; this schedule may be subject to change.

Week 1 – Negotiation Basics – Negotiation Style

Basic concepts of negotiation—bargaining range; resistance point/reservation price; distributive vs. integrative vs. mixed motive negotiations; BATNA (Best Alternative to a Negotiated Agreement); interests vs. positions; intangibles. Negotiation styles: Competition, Compromise, Collaboration, Avoidance, Accommodation.

Week 2 – Negotiation Strategy and Tactics

Defining goals and expectations; preparing a strategy; knowing if the negotiation strategy is distributive, integrative, or mixed motive. Tactics associated with each strategy. Understanding each party’s interests. Relationships between interests and power.

Week 3 – The Negotiation Context – Distributive and Mixed Motive

Zero-sum negotiating situations; understanding ethics –and lack thereof—in negotiations. Bargaining on positions; reframing positions. Creating tension by establishing or ignoring deadlines.

Week 4 – The Negotiation Context – Integrative and Mixed Motive

Revealing interests; expanding the pie. Ideas and interests vs. people and personalities. Brainstorming; narrowing agendas.

Week 5 – Interest Based Bargaining

Getting parties to agree to the interest based bargaining approach. The 5-phases of the approach (1. Preparation; 2. Opening; 3. Exploration; 4. Focus; 5. Agreement)

Week 6 – Foundations for an Information Based Negotiation

Going beyond goals and expectations: applying authoritative standards, using relationships, exercising leverage, and deciding what information to exchange, and how.

Week 7 – Planning and Executing an Information Based Negotiation

Creating a negotiation positioning theme; outlining specific proposals; opening and making concessions; closing and gaining commitment.

Week 8 – Negotiation Only Session

Two hours devoted to undertaking a complex team negotiation. Negotiation parameters will be given at the end of the class Week 7, and you must come into class with a plan and start negotiating right at the beginning of class.

Week 9 – Culture and Negotiation – Tactics and Strategies for International Negotiations

Defining culture; culture characteristics across cultural prototypes (Dignity, Honor, Face); intercultural negotiations strategies and expectations; preparing a strategy (Question and Answer; Substantiation and Offers; using MESOs (Multiple Equivalent Simultaneous Offers).

Week 10 – Culture and Negotiation – Ethics; Course Wrap Up

Examining cultural norms related to ethics; alternatives to lying. Fast review of course concepts. Peer review of draft of paper analyzing a business negotiation.

Required books (all available in paperback) and reading

Bargaining for Advantage: Negotiation Strategies for Reasonable People. by G. Richard Shell.
ISBN-10: 0143036971 ISBN-13: 978-0143036975.

Getting to Yes: Negotiating Agreement Without Giving In Paperback (2011 Edition) by Roger Fisher, William L. Ury, Bruce Patton. ISBN-10: 0143118757 ISBN-13: 978-0143118756

The Truth About Negotiations (2nd Edition) by Leigh Thompson
ISBN-10: 0133353443 ISBN-13: 978-0133353440

Course and Case Packet: There will be additional required readings in a separate course packet as well as specific negotiation cases.

Grading

Class Participation – 30%

Weekly Journal – 10%

Formal Written Work – 60% (15% for Style Memo, 15% for Personal Negotiation Memo, 30% for final Business Negotiation paper).