SPRING 2017 MGMT 4100 203 Negotiation Strategy and Process

INSTRUCTOR INFORMATION
Instructor: Karoline Evans
Email: karoline_evans@uml.edu
Class time: 2:00-3:15 pm Tuesday/Thursday
Classroom: TBD
Office hours: Cumnock Hall Basement, Office 4E
12-2 pm Tuesday, 5-6 pm Wednesday, by appointment

Course website: Blackboard will be used to post required readings, turn in assignments, and announce course information.

COURSE OBJECTIVES
Negotiation is the art and science of the deliberate interaction between two or more parties that try to define or redefine the terms of their interdependence. We negotiate everyday with our friends, employers, roommates, friends, parents, partners, bosses, children, and many others. Despite being common, many of us do not know much about the effective negotiation strategies. As a potential business professional, you will encounter many situations that involve negotiating with others, discovering optimal solutions to problems, and implementing your negotiation agreements. Skillful and mindful negotiation helps you improve your negotiation processes and outcomes and create your relationships with your negotiation partners.

The broad objectives of this course are:
- To systematically discuss the structure and psychology of negotiation and understand key factors that shape and characterize different negotiation situations
- To enhance your negotiation skills as part of your important professional skill set by understanding your personality, value system and perceptions, building the analytical skill to diagnose potential areas of difference, learning to construct appropriate strategies to address them, and behaviorally adapting to various negotiation situations.
- To experientially learn how to effectively negotiate, by preparing for and simulating various negotiations, and conducting analysis about negotiation cases.

COURSE OVERVIEW
This course will help you identify and optimize the underlying terms that define these relationships. Drawing on cutting-edge research from business, psychology, economics, and sociology, this course will leave you with the requisite skills and practice to successfully negotiate in your many capacities and contexts. The semester is structured into four sequential learning modules.

Module 1: The Structure of Negotiation
What do you need to do to prepare for a negotiation?
How does the type of negotiation help you decide on strategies?

Module 2: The Psychology of Negotiation
- How can knowing cognitive psychology improve success?
- What is the impact of emotions on the negotiation process?

Module 3: The Relationships of Negotiation
- How do relationships between parties affect negotiation outcomes?
- What challenges arise in multiparty negotiations?

Module 4: The Context of Negotiation
- How do negotiations differ across cultures?
- How do real world complexities affect negotiations?

COURSE MATERIALS
Required:
- Course Packet through bookstore

Recommended:
- Thompson, L.L. (2016). The Mind and Heart of the Negotiator. (Custom 6th edition for the University of Massachusetts Lowell available through the bookstore)
- Readings posted to Blackboard

EVALUATION FOR COURSE GRADE
- Class participation (15%)
- Negotiation Style Assessment (5%)
- Negotiation exercises and post-negotiation reports (20%)
- Mid-Term Exam (25%)
- Blackboard quizzes (10%)
- Group Presentation (25%)

Grading Scale
- 93-100 A
- 90-92.9 A-
- 87-89.9 B+
- 83-86.9 B
- 80-82.9 B-
- 77-79.9 C+
- 73-76.9 C
- 70-72.9 C-
- 67-69.9 D+
- 60-66.9 D
- < 60 F

1. Class Participation (15%)
The class has strict attendance policy. If you absolutely have to miss a session or be late for a session, you must give me prior notice (via e-mail) before noon on the day of class. If you do not provide such notice
or inform me after noon, you will get zero participation score for the session. **Four absences will lead to an overall score of zero for participation.**

For each session, you will be graded on a 4-point scale: 0—you are absent, 1—you attend the session but do not speak up (i.e., make no contribution) or make trivial contributions (e.g., chitchats) in class discussions, 2—you attend the session and make some contributions to class discussions, 3—you attend the session and make significant contributions to class discussions.

The quality of your contributions to class discussions is judged by the instructor based on the relevance, insightfulness, and elaboration of your discussions. Contribution quality will be considered as the following:

- Participation in the discussion, but participation that is relevant
- Participation that builds on other comments
- Participation that goes beyond opinion and feeling to include evidence to support a position taken
- Participation that involves discussion and debate with other class members
- Participation that contributes to the learning of others
- Clearly distinguishable preparation of all cases

If you arrive at a session after 2:15 pm without prior notice, I will deduct 1 point for your class participation score for the session. Note that the quality of your contributions is not directly tied to how often you speak. If you are shy and uncomfortable to speak out in class, I suggest that you should take advantage of this class as an opportunity to challenge yourself. After all, verbal communication is important to negotiation.

In addition to your punctuality and preparation for the classes, you are supposed to display professional courtesy and respect to your classmates and the instructor. As part of professional courtesy,

   (1) You are expected to remain in the classroom for the duration of the classes unless an urgent need arises or a prior arrangement has been made with the instructor;
   (2) You are expected to not use laptops, phones, or other electronic devices in the classroom unless you have obtained the instructor’s consent for activities directly related to the classes. Accessing emails or the Internet during the classes is prohibited, as they can distract other students and the instructor;
   (3) You are expected to keep your mobile phones and pagers turned off or have them set on silent/vibrate during the classes. Answering phones or pagers during the classes in prohibited, except for an emergency.

2. **Negotiation Style Assessment (5%)**

All students should complete an online negotiation style assessment. This one-time online survey helps you determine your personality, values, abilities, and style as it relates to negotiation. It will help build self-knowledge and give you a sense of your specific challenges and opportunities. You will receive a customized feedback report and understand how you compare to your classmates on several key dimensions. We will discuss these negotiation styles and personality traits in one class session. You will receive 5% if you punctually and responsibly complete the assessment.
3. Negotiation Exercises and Post-Negotiation Questionnaire (20%)
You are required to participate in all the negotiation simulations throughout the semester. Given that the purpose of these exercises is to encourage you to practice your negotiation skills, your negotiation performance will be evaluated. After each negotiation simulation, you should complete a post-negotiation questionnaire regarding your negotiation experience by midnight of that day. These evaluation forms will be done online and the links will be posted on Blackboard. You are required to punctually and responsibly complete all of the post-negotiation questionnaires.

If you are going to miss a negotiation exercise, you must let me know in advance of class in order to avoid this penalty and you will be responsible for submitting a written analysis of the missed case. Failure to complete a negotiation or a written analysis substitute will result in a deduction of 2%. Failure to complete a post-negotiation questionnaire on time will lead to a deduction of 1% of your negotiation exercise grade.

4. Mid-Term Exam (25%)
There will be a closed-book mid-term exam, in which your knowledge about negotiation learned from the course (including lectures, readings, and exercises) will be tested. The exam will consist of a written exam.

5. Quizzes (10%)
There will be two Blackboard quizzes, in which your knowledge about negotiation learned from the course and your ability to apply to the real world will be tested. These quizzes will need to be completed outside of class prior to the deadline.

6. Group Project (25%)
You will work in groups to prepare a 15-20 minute presentation on a negotiation case, including presentation notes and references. To produce a good report, you need to find empirical data, legal evidence, news coverage, etc. to support your argument. In the final group project, you can analyze any kind of a negotiation using anything you have learned from the course.

Possible kinds of negotiations you may analyze include, but are not limited to, the following: Employer-employee negotiation, Entrepreneur-venture capitalist negotiation, Ideology-based negotiation (e.g., environmental issues, human rights, etc.), Political negotiation (e.g., negotiation in the realm of international relations), Sports negotiation (e.g., athlete salary negotiation), Commercial negotiation (e.g., used/new car purchase negotiation, real estate negotiation), Legal negotiation (e.g., divorce negotiation), Labor union-management negotiation

You will want to utilize a number of sources (empirical data, court proceedings, news coverage, historical record, etc.) and can analyze: the parties’ power sources, interests, rights, what went wrong/right and why, what could have been done differently, cognitive and interpersonal factors that shaped the process, how the process resulted in the outcome, what interpersonal and relationship forces shaped the negotiators perceptions, etc.. Utilize course concepts in your analysis and share advice and lessons learned. Be creative and have fun.
You will be required to turn in a preliminary analysis sheet by April 10 that details the negotiation you are analyzing, the parties, and some background information. I will provide you with a template for that sheet and give you feedback to consider for your final presentation. The grading of the presentation will mainly focus on your critical analysis, comprehension of the course materials, and clarity of your presentation. Excellent presentations provide concise and useful information to your peers in class about your analysis and what you have learned from the negotiations. You should demonstrate your understanding of how you apply the negotiation concepts to your analyses as well as prescriptive advice and suggestions to your peers. You may incorporate media such as video clips, audio clips, website demonstration, role-play, etc. to illustrate your points and make your presentation more fun. The purpose of this group assignment is to encourage you to learn how to analyze a negotiation case and how to share your ideas and insight with your peers.

ADDITIONAL NOTES

- Grading is designed to be fair and comprehensive. If you have any questions about your scores on reflections, exams, participation, or the project, please feel free to reach out to me.
- Please inform me as far in advance as possible of any extenuating circumstances (e.g., illnesses, family emergencies) so I can ensure appropriate adjustments. After the fact explanations for absences will negatively impact your grade as a 0 for the day’s participation.
- If you require extra accommodations, please register through Disability Services (978-934-4574). Their staff members will assist me in making this course as accessible and valuable to you as possible.
- Plagiarism from online sources, peers’ work, and your own work in the past is strictly prohibited. If you borrow ideas from others or yourself, you must provide appropriate citations. Academic integrity is a serious matter and you are expected to be fully informed on how to conform to these standards. Please refer to the UML Academic Integrity policy (https://www.uml.edu/Catalog/Undergraduate/Policies/Academic-Policies/Academic-Integrity.aspx) or ask me if you have questions about academic integrity in this course.
- All work will be judged based on four equally important criteria: critical analysis, comprehension, clarity, and professionalism.
  - Critical analysis: Demonstrate your thoughtful, sophisticated, and insightful negotiation analyses, as opposed to superficial analyses with no nuance.
  - Comprehension: Demonstrate your comprehension of the course materials and class discussions of negotiation processes and outcomes.
  - Clarity: Demonstrate your clarity, coherence, and organization of your explanations with specific examples or data supporting your arguments.
  - Communication: Demonstrate your communication and writing skills, including good grammar and correct spellings, along with appropriate citations in the main text and the reference list.
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