


Negotiation - C3

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Negotiation

[Class Day Activities Calendar](#)[Zoom](#)

Instructor: **Linda Moya**
Class Time: Tuesdays and Thursdays 9:30-10:50am Eastern Time
Class Location: HBH 1005 (In person expectation: [IPE](#))
Instructor email for the course: negotiate.smart@gmail.com ; please include "C3" in e-mail communications
Office Hours: Tuesdays and Thursdays 11:15am - 12:00pm in Porter Hall 222F and over [Zoom](#). ([alternative office hours](#))

TA: **Niklas Sommerer**
Email: nsommere@andrew.cmu.edu
Office Hours: Mondays and Wednesdays 4:00pm - 5:00pm over [Zoom](#) 

Course Status

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Course Syllabus

[Jump to Today](#)

 Edit

[Class Day Activities Calendar](#)

[A. Course Objectives](#)

[B. Readings](#)









[C. Course Requirements](#)

[D. Class Day Activities Calendar](#)

Required Textbook: Negotiation Genius, by Malhotra and Bazerman

Order the [textbook](#) from the CMU bookstore or purchase the [Kindle](#) version.

Course Summary:

Date	Details	Due
Tue Oct 24, 2023	 Class 1	11am to 12:20pm
Thu Oct 26, 2023	 Class 2	11am to 12:20pm
Tue Oct 31, 2023	 Class 3	11am to 12:20pm
Thu Nov 2, 2023	 Class 4	11am to 12:20pm
Thu Nov 9, 2023	 Class 5	11am to 12:20pm
Tue Nov 14, 2023	 Class 6	11am to 12:20pm
Thu Nov 16, 2023	 Class 7	11am to 12:20pm
Tue Nov 21, 2023	 Class 8	11am to 12:20pm

[View All Pages](#) Published Edit

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A. Course Objectives

[Return to Course Syllabus](#)

Negotiation is the process by which two or more parties with interdependent interests secure agreements. This course is designed to cover the range of negotiation situations and issues faced by managers and decision makers. This course explores negotiations in many contexts: simple personal transactions, public and private sector collective bargaining, resolving disputes out of court, resolving conflicting interests within an organization, and resolving conflicting interests across organizations. The objectives of this course are the following:

- Introduce students to the analytical framework and concepts necessary to understand the complexity and dynamics of negotiation
- Improve ability to analyze negotiations in a variety of contexts
- Learn to balance the implicit tradeoffs of competition and cooperation inherent in most negotiations
- Introduce students to a variety of tactics and strategies employed in negotiations
- Improve ability to conduct successful negotiations
- Learn to recognize more opportunities to negotiate

[Return to Course Syllabus](#)



View All Pages

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B. Readings

Return to [Course Syllabus](#)

Required Textbook: Negotiation Genius, by Malhotra and Bazerman

Order the [textbook](#) from the CMU bookstore or purchase the [Kindle](#) version.

The text required for this course is Malhotra and Bazerman, Negotiation Genius. Additional readings will be posted to Canvas. Negotiation cases will be made available during the course of the mini. A course fee of approximately \$20 will be charged to your student account to pay for the negotiation cases.

Return to [Course Syllabus](#)

[View All Pages](#)

Published

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C. Course Requirements

[Return to Course Syllabus](#)

Negotiation Exercises		15%
Attendance and active participation		4%
Preparation Plan for Negotiation exercise #1		16%
Outcome for Negotiation exercise #1 Top 50% negotiation part		1%
Preparation Plan for Negotiation exercise #3		16%
Outcome for Negotiation exercise #4 Top 50% Pareto efficient Top 50% negotiation part	2% 1%	3%
Analysis of Negotiation in the News Topic and references week prior Written paper	2% 43%	45%

1. Negotiation Exercises

In this course, you will participate in negotiation exercises. These exercises will allow students to develop negotiation skills experientially. **Individual preparation outside of the negotiation is required and essential.** Instructions and role assignments will be published on Canvas prior to the class period in which the negotiation is to be discussed. It is crucial for your learning that you spend adequate time preparing for the negotiations. **Since we match students for the exercises, please do not accept a role assignment unless you definitively plan to participate in the negotiation exercise.** If you are unable to participate in a negotiation exercise, please e-mail us as soon as possible so we can reassign the other impacted student(s).

In the exercises, you will receive confidential instructions and sometimes receive general (non-confidential) instructions. Never show the confidential instructions to others. Do not meet with others in preparing for the negotiation exercises.

2. Preparation for Class, and Class Participation

Preparation for class (pre-reading), and participation in the negotiation exercises and in class discussion is important to the success of this course. Not only will your classmates benefit from your perspective and experiences in the negotiations, but you learn to formalize your point of view more persuasively, which is an important skill for the successful negotiator.

If you participate in 4 or 5 of the negotiation exercises you will receive the full 15 points to contribute to your final grade. If you participate in 3 exercises you will receive 10 points. If you participate in less than 3 exercises you will fail the course.

Attendance and active participation will be recorded and noted for classes 6, 8, 10 and 12.

Copies of incomplete lecture slides will be available on Canvas before lectures for you to download, and take notes. [Research](#) ↓ shows that **hand-written (as opposed to typed) notes better aid comprehension**. With only planned exceptions, the complete lecture slides will not be posted after class, this in order to incent you to take notes during lecture. Preferred is that you may also review lecture notes taken by classmates, and of course come to office hours for discussion.

3. Preparation Plans

You are required to submit two preparation plans (see course calendar for due dates). Plans should be concise and succinct, and thus no longer than 3 single-spaced pages, 12pt font, 1" margins: one of several required criteria for full credit. Points will be deducted for plans that exceed the page length. All plans must be submitted in pdf format to Canvas by the start of class the day it is due. Late plans will not be accepted. Please do not e-mail the plans: Canvas is the repository of record. The grading will focus on your ability to be clear and succinct about the salient features of the negotiation environment and their implications for the tactics and strategies you choose to employ.

Your plans should contain three sections:

- **Features of the Negotiation Environment:** Be complete and refer to the relevant pages of bullet points from the Introduction lecture notes. This section should specify your goals for the negotiation. This section should be in bullet points.
- **Negotiation Parameters:** Describe your BATNA, RV, Target, opening offer, interests, priorities over the issues (if applicable) for your role as well as your best guess about the parameters for the other side. This section should also be in bullet points.
- **Negotiation approach and strategies:** Discuss the negotiation approach and strategies that you will use (e.g. are you going to open the negotiation? What kinds of negotiation tactics will you be using?). Discuss how these will help you obtain your goals. Discuss the implications the features of the environment have for your strategy. In this part of the plan, please detail how information from the readings guided you in preparing your strategy.

This format is one of several required criteria for full credit. See the [Grading Guide](#) ↓ located in the modules section on Canvas.

4. Analysis of Negotiation in the News

Analyze a negotiation that is **currently taking place** and being reported in the news. The first section of the paper should be a complete analysis (in bullet points) of the features of the negotiation environment (see Introduction lecture notes from the first day of class). The second section should describe all parties' negotiation parameters (BATNAs, RVs, Targets, and underlying interests). The third section should discuss the types of strategies that each side is using, how the parties might negotiate more effectively, how you expect the negotiation to be resolved, and any other type of analysis you deem relevant. Assignment should be no longer than 4 single-spaced pages, 12pt font, 1" margins: one of several required criteria for full credit. Your paper should include references. A 5th page may be included that contains references only. Points will be deducted for papers that exceed the page length. The analysis is due uploaded to Canvas on the date specified in the course calendar.

This format is one of several required criteria for full credit. See the [Grading Guide](#) ↓ located in the modules section on Canvas.

Return to [Course Syllabus](#)

[View All Pages](#)

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D. Class Day Activities Calendar

Date		Class number & Topic (link is to class module)		Class Day Activities	Assignments (due at beginning of class unless noted otherwise)
Tue	Jan 16	1	Introduction	<ul style="list-style-type: none">• Introductory lecture	<ul style="list-style-type: none">• Review syllabus on Canvas• Download lecture notes for today's class (Introduction)
Thu	Jan 18	2	Internal and external negotiations	<ul style="list-style-type: none">• View film, "Final Offer"	<ul style="list-style-type: none">• Read Malhotra and Bazerman, Introduction
Sat	Jan 20				<ul style="list-style-type: none">• Assignment: Negotiation exercise #1 (Class 2 module)
Tue	Jan 23	3	Distributive Bargaining	<ul style="list-style-type: none">• Discuss "Final Offer"• Lecture on distributive bargaining	<ul style="list-style-type: none">• Download lecture notes for today's class (Final Offer, Distributive Bargaining)• Read Raiffa (Elmtree House), pgs. 35-43;• Read Malhotra and Bazerman, Chapter 1
Thu	Jan 25	4	Distributive Bargaining	<ul style="list-style-type: none">• Negotiate and discuss exercise #1• Assignment: Negotiation exercise #2	<ul style="list-style-type: none">• Preparation plan #1 (on negotiation exercise #1) due start of class (upload to Canvas)
Thu - Mon	Jan 25 - Jan 29				<ul style="list-style-type: none">• Read negotiation exercise #2 and be ready to negotiate• Negotiate exercise #2 – with your assigned partner over Zoom• Upload negotiation agreement information to Canvas (Class 5 module)
Tue	Jan 30	5	Integrative Negotiations	<ul style="list-style-type: none">• Discuss negotiation exercise #2	<ul style="list-style-type: none">• Read Shell, pgs. 3-21 and appendix A

				<ul style="list-style-type: none"> Assignment: Negotiation exercise #3 	
Thu	Feb 1	6	Negotiation Impasses	<ul style="list-style-type: none"> Finish discussing negotiation exercise #2 Lecture on Cuban Missile Crisis 	<ul style="list-style-type: none"> Download “Cuba” lecture notes Read Fisher and Ury, pgs. 3-14; 40-55 Read through the entire timeline of the Cuban Missile crisis at link available on Canvas, follow the arrows to read all the history. Watch the four videos on the Cuban Missile Crisis: links to YouTube available through Canvas: <ol style="list-style-type: none"> “Foreign Affairs Focus on Nuclear Lessons: The Cuban Missile Crisis with Graham Allison” “JFK50 – His Finest Hour” “Sergei Khrushchev on the Cuban Missile Crisis” “JFK’s Cuban Missile Crisis Speech”
Tue	Feb 6	7	Integrative Bargaining	<ul style="list-style-type: none"> Lecture on Integrative Negotiation Negotiate exercise #3 Upload negotiation exercise #3 agreement to Canvas 	<ul style="list-style-type: none"> Read Malhotra and Bazerman, Chapters 2, 3, and 4 Preparation plan #2 (on negotiation exercise #3) due start of class (upload to Canvas) Download lecture notes for today’s class (Integrative Bargaining)
Thu	Feb 8	8	Integrative Bargaining	<ul style="list-style-type: none"> Discuss negotiation exercise #3 Discuss “Stalling for Time” reading Assignment: Negotiation exercise #4 	<ul style="list-style-type: none"> Read Malhotra and Bazerman, Chapters 5 and 6 Stalling for Time reading (93 pages)
Tue	Feb 13	9	Integrative Bargaining	<ul style="list-style-type: none"> Q&A – negotiation exercise #4 and more Negotiate exercise #4 Upload negotiation agreement to Canvas 	<ul style="list-style-type: none"> Read negotiation exercise #4 and be ready to negotiate
Thu	Feb 15	10	Integrative Bargaining	<ul style="list-style-type: none"> Discuss negotiation exercise #4 Assignment: Negotiation exercise #5 	<ul style="list-style-type: none"> Topic & references for Negotiation in the News Analysis due by midnight (upload to Canvas)

Tue	Feb 20	11	Many Parties, Many Issues	<ul style="list-style-type: none"> • Q&A – negotiation exercise #5 and more • Negotiate exercise #5 • Upload negotiation agreement to Canvas 	<ul style="list-style-type: none"> • Read Malhotra and Bazerman, Chapters 11, 12, 13, and 14 • Read negotiation exercise #5 and be ready to negotiate
Thu	Feb 22	12	Many Parties, Many Issues	<ul style="list-style-type: none"> • Discuss negotiation exercise #5 	
Tue	Feb 27				<ul style="list-style-type: none"> • Negotiation in the News Analysis due by midnight (upload to Canvas)