

Negotiation: Course Summary

The same basic communication and cognitive skills that got you where you are today - advancing toward your personal and professional goals - are the ones you need to negotiate effectively. Negotiation is not based on simple intuition. Instead, negotiation is rooted in understanding people, process, perception and presentation.

This course will strive to dispel the common and pervasive belief that people are either good or bad at negotiation and little can be done about it. Some of this stems from the thought that negotiation is a zero-sum game. Together, we will work to give you the confidence to build your own reputation as a negotiator and to strengthen your practice through rehearsal, discussion and debate. You will learn critical frameworks and bargaining tactics to build alliances, strengthen interpersonal dynamics, allocate resources, balance competing interests, and resolve conflicts of all kinds.

At the conclusion of this course, you will have gained critical skill-sets, techniques and communication methods to become a more complete and collaborative negotiator. You will learn how to build trust and rapport, to establish fairness and maximize value, and to apply trust-based influence in your relationships.

Course Objectives

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.

As a basis across our course of study, we will work to achieve goals through collaboration and the use of tactical empathy to produce trust-based influence. This approach is rooted in Information-Based Bargaining and will focus primarily on: (1) proactive planning and preparation (2) careful listening to the other side's wants, needs, priorities and timing and (3) thoughtful attention to the 'signals' our negotiation partners send through their conduct at the bargaining table.

Through class discussion and case-study deliberation, roleplay exercises and lecture, our three learning objectives are as follows:

- (1) Learn to identify, understand and appreciate your unique and individual negotiating style and approach. Learn to identify, adapt to and/or collaborate with competing bargaining styles.
- (2) Gain the ability to analyze negotiation environments, including identifying key negotiation features and parameters, and;
- (3) Learn to apply twelve (12) critical communication skills and techniques in a manner called trust-based influence.

Required and Recommended Readings

Required Textbook: Negotiation Genius, by Malhotra and Bazerman. The text required for this course is Malhotra and Bazerman, Negotiation Genius. Excerpts from the book will be posted to Canvas for the first week of required readings, after which students will be responsible for acquiring a copy of the text. [You can purchase the book on Amazon.](#)

Additional Readings: Additional readings will be made available to you via Canvas over the course of the mini as supplemental text. Please check Canvas or reach out to jcicccone@andrew.cmu.edu.

Recommended Readings: There are many academic thought-leaders and industry practitioners whose research is worth reviewing to strengthen your lifelong pursuit to be a strong and fair negotiator. Please reach out for recommendations and/or consider the list below:

- Babcock & Laschever, [*Women Don't Ask*](#)
- Shell, [*Bargaining for Advantage*](#)
- Voss, [*Never Split the Difference*](#)

Case Studies: HBP (Harvard Business Publishing) Negotiation cases will be made available during the course of the mini and will serve as required readings ahead of in-class exercises, discussion and analysis. A course fee of approximately \$18 will be charged to your student account to pay for the negotiation cases.

Course Requirements

Negotiation Exercises	15%
Attendance and Active Participation	4%
Preparation Plan for Parker-Gibson	16%
Negotiation Outcome for Parker-Gibson	1%
Preparation Plan for New Recruit	16%
Negotiation Outcome for New Recruit	3%
Analysis of Negotiation in the News: <i>Topic and References by February 16th (2%); Written Paper (43%)</i>	45%

Negotiation Exercises

In this course, you will participate in negotiation exercises and case studies beginning with the very first class. These exercises allow learners to develop negotiation skills experientially and to practice in a safe and forgiving environment where experimentation is welcomed. All negotiations will take place in pairs with the exception of the last negotiation, which is a six party negotiation exercise. Individual preparation outside of the negotiation is required and essential. Instructions and role assignments will be published on Canvas in a class 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 and post-analysis. 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 notify the instructor as soon as possible so we can reassign the other impacted students: jcicccone@andrew.cmu.edu.

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.

Class Participation

Participation in the negotiation exercises and in-class discussion and analysis is critical 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.

Given that this course is a mini and negotiations are planned for classes 2 through 6, attendance and active participation will be recorded and noted for classes 2 through 6.

Lecture slides, readings, supplemental readings and case studies will be made available to you via Canvas and released on select dates. Zoom office hours will be made available by appointment. Please email jcicccone@andrew.cmu.edu.

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 email 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, AV, opening offer, interests, priorities over the issues (if applicable) for your role as well as the best guess about the parameters for the other side. Please consult lecture slides for a full list of parameters. This section should also be in bullet points.

- Negotiation Approach and Strategies: Discuss the negotiation approach and strategies that you will use (i.e. are you going to open the negotiation? What kind of negotiation tactics will you employ? What are your perceptions of the other party? What questions might you ask to challenge your assumptions, identify priorities or understand the ZOPA?) 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. Cite specific readings to support your approach and strategy.

Analysis of Negotiation in the News

Analyze a negotiation that is currently taking place and being reported in the news. Ideally, your analysis will focus on a public negotiation wherein you can clearly define the negotiation parameters, although exceptions with strong reference and supporting material may be available.

The first section of the paper should be a complete analysis (in bullet points) of the features of the negotiation environment. The second section should describe all parties' negotiation parameters (BATNAs, RVs, AVs, priorities, targets, underlying interests, linkage, etc). 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.

The assignment should not be longer than 4 single-spaced pages, 12pt font, 1" margins: one of several required criteria for full credit. Your paper should include and cite references to support your perspective and/or tactical approach to bargaining. A fifth page may be included that contains references only. Points will be deducted for papers that exceed the page length. The analysis is due on Canvas on the date specified in the course calendar.

Example Course Calendar

Course Calendar	Class Objective(s):	Case Study or Roleplay:	Class Agenda:
Class I	The Fundamentals	Ace Hotel	<ul style="list-style-type: none"> (1) Welcome & Course Introduction (15 mins) (2) Value of Negotiation: Class Roundtable (20 mins) (3) Claiming vs. Creating Value (15 mins) (4) The Fundamentals (20 mins) (5) Collaboration & Tactical Empathy (15 mins) (6) Features & Parameters (25 mins) (7) Class Break & Ace Hotel Case Review (20 mins) (8) Ace Hotel Features & Parameters (35 mins) (9) Up Next: Study & Assignments (5 mins)

<u>Assignments</u>			<p>Required:</p> <ul style="list-style-type: none">(1) Order Malholtra and Bazerman(2) Read Malholtra and Bazerman Introduction(3) Read Raiffa Elmtree, pgs 35-43, posted to Canvas(4) Complete the Bargaining Styles Self-Assessment I and Submit your Score to Canvas <p>Recommended:</p> <ul style="list-style-type: none">(5) Read Shell "Bargaining for Advantage" Appendix A
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Class II		Elmtree House	<p>(1) Negotiations in Current Events (15 mins)</p> <p>(2) Bargaining Styles Self-Assessment I (15 mins)</p> <p>(3) Key Terms & Definitions (25 mins)</p> <p>(4) Elmtree House (25 mins)</p> <p>(5) Class Break (15 mins)</p> <p>(6) Trust-Based Influence (30 mins)</p> <p>(7) Creating Shared Understanding (30 mins)</p> <p>(8) Preparation Plans (5 mins)</p> <p>(9) Preparing for "Parker-Gibson" (5 mins)</p> <p>(10) Up Next: Study & Assignments (5 mins)</p>
<u>Assignments</u>			<p>Required:</p> <p>(1) Complete and Submit Preparation Plan for "Parker-Gibson"</p> <p>(2) Read Malholtra and Bazerman Chapters 1 & 2</p> <p>Recommended:</p> <p>(3) Begin applying features and parameters in your worklife.</p>

			(4) Begin practicing trust-based influence with close friends, family and colleagues
Class III		Parker-Gibson	<p>(1) Pre-Negotiation Questionnaire (5 mins)</p> <p>(2) Negotiate "Parker vs. Gibson" (20 mins)</p> <p>(3) Post Negotiation Deliberation (40 mins)</p> <p>(4) Distributive vs. Integrative Bargaining (15 mins)</p> <p>(5) Class Break (15 mins)</p> <p>(6) Tactical Empathy and Inclusivity (25 mins)</p> <p>(7) Gathering Critical Information (25 mins)</p> <p>(8) Negotiations in Current Events (10 mins)</p> <p>(9) Topic for Final Paper (10 mins)</p> <p>(10) Up Next: Study & Assignments (5 mins)</p>

<p><u>Assignments</u></p>			<p>Required:</p> <ul style="list-style-type: none"> (1) Read Malholtra and Bazerman Chapters 3 and 4 (2) Read "Human Ventures vs. GenCo" and Prepare for In-Class Roleplay <p>Recommended:</p> <ul style="list-style-type: none"> (3) Continue practicing trust-based influence with close friends, family and colleagues.
<p>Class IV</p>		<p>Human Ventures vs. GenCo</p>	<ul style="list-style-type: none"> (1) Integrative Bargaining (40 mins) (2) Logrolling and Concessions (10 mins) (3) "Human Ventures vs. GenCo" Roleplay (40 mins) (4) Class Break (15 mins) (5) Roleplay Debrief (30 mins) (6) Getting to Agreement (20 mins) (7) Strengthening Influence (10 mins) (8) Up Next: Study & Assignments (5 mins)

<p><u>Assignments</u></p>			<p>Required:</p> <ul style="list-style-type: none"> (1) Complete and Submit Preparation Plan for "New Recruit" (2) Read Shell Bargaining for Advantage, pages 3 - 21 posted to Canvas. (3) Submit your final paper topic for approval. <p>Recommended:</p> <ul style="list-style-type: none"> (4) Read Malholtra & Bazerman Chapters 5 and 6. (5) Begin to apply integrative bargaining in your work and personal lives
<p>Class V</p>		<p>New Recruit</p>	<ul style="list-style-type: none"> (1) Negotiate "New Recruit" (30 mins) (2) Post Negotiation Deliberation (55 mins) (3) Class Break (15 mins) (4) Framework for Effective Negotiation (20 mins) (5) Overview of 12 Critical Skills and Techniques (45 mins) (6) Up Next: Study & Assignments (5 mins)

<p><u>Assignments</u></p>			<p>Required:</p> <ul style="list-style-type: none"> (1) Read and Prepare to Negotiate "DEC vs. Riverside" (2) Read Babcock Women Don't Ask, Preface and Introduction (3) Submit Final Paper Topic & References for Approval <p>Recommended:</p> <ul style="list-style-type: none"> (4) Read Malhotra and Bazerman, Chapters 7, 9 and 10 (5) Begin practicing the 12 critical skills and techniques in the workplace
<p>Class VI</p>		<p>DEC vs. Riverside</p>	<ul style="list-style-type: none"> (1) Negotiate "DEC vs. Riverside" (35 mins) (2) Post Negotiation Deliberation (60 mins) (3) Class Break (15 mins) (4) The Gender Divide at the Negotiating Table (25 mins) (5) Trust-Based Influence & Tactical Empathy (30 mins) (6) Up Next: Study & Assignments (5 mins)

<p><u>Assignments</u></p>			<p>Required:</p> <ul style="list-style-type: none"> (1) Read and Prepare to Negotiate "Harborco" (2) Complete the Bargaining Styles Self-Assessment II and Share your Score via Canvas (3) Work on your Negotiation in the News Final Paper <p>Recommended:</p> <ul style="list-style-type: none"> (4) Read Malhotra and Bazerman, Chapters 11, 12, 13 and 14 (5) Actively seek out inclusive negotiation; listen for Black Swan's in conversation. Apply the use of tactical empathy in the workplace.
<p>Class VII</p>		<p>Harborco</p>	<ul style="list-style-type: none"> (1) Course Evaluation (10 mins) (2) News Analysis Grading (10 mins) (3) Pre-Negotiation Questionnaire (5 mins) (4) Negotiate "Harborco" (90 mins) (5) Post Negotiation Deliberation (40 mins) (6) Coalitions and Conclusions (10 mins) (7) Concluding Remarks

<u>Assignments</u>			<p>Required:</p> <p>(1) Work on your Negotiation in the News Analysis, due March 9th by 11:59pm.</p> <p>Recommended:</p> <p>(2) Reach out with any questions pertaining to the Final Paper</p> <p>(3) Continue practicing The Fundamentals!</p>
Final Paper Due			Analysis of Negotiation in the News Due by 11:59pm