



Negotiation - A1

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Negotiation



[Class Day Activities Calendar](#)

Instructor: **Linda Moya**
Instructor email for the course: negotiate.smart@gmail.com ; please include "A1" in e-mail communications

Class Time: Tuesday and Thursday, 11:00am-12:20pm
Class Location: HBH 1005 (In person expectation: [IPE](#))
Office Hours: Monday and Wednesday, 12noon-1pm, in Porter Hall 222F and over [Zoom](#)

TA: Duaa Baig
Email: dbaig@andrew.cmu.edu
Office Hours:

TA: Kshitij Rana
Email: kshitijr@andrew.cmu.edu
Office Hours:



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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 |
|------------------|---|----------------|
| Thu Sep 5, 2024 | Preparation Plan #1: (on negotiation exercise #1) | due by 11am |
| | Negotiation exercise #1 agreement | due by 12:20pm |
| Mon Sep 9, 2024 | Negotiation exercise #2 agreement | due by 6pm |
| Tue Sep 17, 2024 | Preparation Plan #2: (on negotiation exercise #3) | due by 11am |



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A. Course Objectives

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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

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B. Readings

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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.

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C. Course Requirements

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| | | |
|--|-----|-----|
| 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 | 2% | 3% |
| Top 50% negotiation part | 1% | |
| Analysis of Negotiation in the News Topic and references week prior | 3% | 45% |
| Written paper | 42% | |

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.

The above format is one of several required criteria for full credit. See also the [Checklist](#) ↓ located in the modules section on Canvas.

4. Analysis of Negotiation in the News

Analyze a 2-party, multi-issue 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, each parties' priority over the issues to be negotiated). 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.

The above format is one of several required criteria for full credit. See also the [Checklist](#) ↓ located in the modules section on Canvas.

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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 | Aug 27 | 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 | Aug 29 | 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 |
| Sun | Sep 1 | | | <ul style="list-style-type: none"> • Assignment: Negotiation exercise #1 (Class 2 module) |
| Tue | Sep 3 | 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 | Sep 5 | 4 Distributive Bargaining | <ul style="list-style-type: none"> • Negotiate exercise #1 • Upload negotiation agreement to Canvas • 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) |

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|-----------------|---------------|-------------------|---|--|
| Thu - Mon | Sep 5 - Sep 9 | | | <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 | Sep 10 | 5 | Integrative Negotiations, Possible impasses | <ul style="list-style-type: none"> • Discuss negotiation exercise #2 • Assignment: Negotiation exercise #3 <ul style="list-style-type: none"> • Read Shell, pgs. 3-21 and appendix A |
| Thu | Sep 12 | 6 | Integrative Negotiations, Possible impasses | <ul style="list-style-type: none"> • 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"> 1. “Foreign Affairs Focus on Nuclear Lessons: The Cuban Missile Crisis with Graham Allison” 2. “JFK50 – His Finest Hour” 3. “Sergei Khrushchev on the Cuban Missile Crisis” 4. “JFK’s Cuban Missile Crisis Speech” |
| Tue | Sep 17 | 7 | Integrative Bargaining | <ul style="list-style-type: none"> • Lecture on Integrative Negotiation • Negotiate exercise #3 • Upload negotiation agreement to Canvas <ul style="list-style-type: none"> • Read Malhotra and Bazerman, Chapters 2 and 3 • Preparation plan #2 (on negotiation exercise #3) due start of class (upload to Canvas) • Download lecture notes for today’s class (Integrative Bargaining) |

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|-----|--------|--------------------|--|---|--|
| Thu | Sep 19 | 8 | Integrative Bargaining, Ethical Delimmas | <ul style="list-style-type: none"> • Discuss negotiation exercise #3 • Discuss Ethical dilemmas in negotiation • Assignment: Negotiation exercise #4 | <ul style="list-style-type: none"> • Read Malhotra and Bazerman, Chapter 6 • Read Malhotra and Bazerman, Chapters 9 and 10 (Ethical dilemmas in negotiation) |
| Tue | Sep 24 | 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 Malhotra and Bazerman, Chapters 4, 5 and 7 • Read negotiation exercise #4 and be ready to negotiate |
| Thu | Sep 26 | 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 | Oct 1 | 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 | Oct 3 | 12 | Many Parties, Many Issues | <ul style="list-style-type: none"> • Discuss negotiation exercise #5 | |
| Tue | Oct 8 | | | | <ul style="list-style-type: none"> • Negotiation in the News Analysis due by midnight (upload to Canvas) |