

Course Syllabus

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Required Textbook: Negotiation Genius, by Malhotra and Bazerman

Order the [textbook](https://bookstore.web.cmu.edu/Home) (<https://bookstore.web.cmu.edu/Home>) from the CMU bookstore or purchase the [Kindle](https://www.amazon.com/Negotiation-Genius-Obstacles-Brilliant-Bargaining-ebook/dp/B000W9188M/ref=sr_1_1?ie=UTF8&qid=1535056526&sr=8-1&keywords=negotiation+genius) (https://www.amazon.com/Negotiation-Genius-Obstacles-Brilliant-Bargaining-ebook/dp/B000W9188M/ref=sr_1_1?ie=UTF8&qid=1535056526&sr=8-1&keywords=negotiation+genius) version.

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[\(%24CANVAS COURSE REFERENCE%24/file_ref/gd3695cbc13bc960ff3efb8f3c9817612/download?wrap=1\)](https://canvas.cmu.edu/courses/21293/assignments/syllabus)

Course Summary:

Date	Details	
Wed Dec 9, 2020	 Optional Exam - Negotiation-Requires Respondus LockDown Browser (https://canvas.cmu.edu/courses/21293/assignments/325274)	due by 11:10am
Thu Feb 11, 2021	 Preparation Plan #1: Parker-Gibson (https://canvas.cmu.edu/courses/21293/assignments/325297)	due by 8:30am
	 Parker-Gibson negotiation agreement (https://canvas.cmu.edu/courses/21293/assignments/325294)	due by 9:50am

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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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 \$18 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 Parker-Gibson		16%
Negotiation outcome for Parker-Gibson Top 50% negotiation part		1%
Preparation Plan for New Recruit		16%
Negotiation outcome for New Recruit 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. All negotiations will take place in pairs over Zoom 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. **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 [Aly \(mailto:acaito@andrew.cmu.edu\)](mailto:acaito@andrew.cmu.edu) and [Ernest \(mailto:eafflu@andrew.cmu.edu\)](mailto:eafflu@andrew.cmu.edu) 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. Class Participation

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. 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. Lectures will be recorded. You may also review lecture notes taken by classmates, and of course come to Zoom 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. You may want to use the Preparation Plan Template also located in the Modules section: using the template is optional.

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, AVs, 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 on 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. The Preparation Plan Template, also located in the modules section, is suitable for the Analysis of Negotiation in the News. Use of the template is optional.

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D. Course Calendar

Date		Class number & Topic	Class Day Activities	Assignments (on class days, due at beginning of class)
Tue	Feb 2	<u>1</u> (https://canvas.cmu.edu/courses/21293/modules/132185)	Introduction	<ul style="list-style-type: none"> • Introductory lecture
Thu	Feb 4	<u>2</u> (https://canvas.cmu.edu/courses/21293/modules/132184)	Internal and external negotiations	<ul style="list-style-type: none"> • Assignment: Case for "Parker-Gibson"
Feb 4 – Feb 8				<ul style="list-style-type: none"> • View film, "Final Offer" – on your own
Tue	Feb 9	<u>3</u> (https://canvas.cmu.edu/courses/21293/modules/132183)	Distributive Bargaining	<ul style="list-style-type: none"> • Discuss "Final Offer" • Lecture on distributive bargaining
Thu	Feb 11	<u>4</u> (https://canvas.cmu.edu/courses/21293/modules/132182)	Distributive Bargaining	<ul style="list-style-type: none"> • Download lecture notes for today's class (Final Offer, Distributive Bargaining) • Read Raiffa, pgs. 35-43; • Read Malhotra and Bazerman, Chapter 1
Thu	Feb 11	<u>4</u> (https://canvas.cmu.edu/courses/21293/modules/132182)	Distributive Bargaining	<ul style="list-style-type: none"> • Negotiate and discuss "Parker-Gibson" in breakout rooms • Assignment: Case for "Texoil"
				<ul style="list-style-type: none"> • Preparation plan for "Parker-Gibson" due start of class (upload to Canvas) • Upload "Parker-Gibson" negotiation agreement information to Canvas in preparation for class

Date	Class number & Topic	Class Day Activities	Assignments (on class days, due at beginning of class)		
			discussion		
Feb 11 – Feb 15			<ul style="list-style-type: none"> • Read “Texoil” and be ready to negotiate • Negotiate “Texoil” – with your assigned partner • Upload “Texoil” negotiation agreement information to Canvas 		
Tue	Feb 16	<u>5</u> https://canvas.cmu.edu/courses/21293/modules/132181	Integrative Negotiations	<ul style="list-style-type: none"> • Discuss “Texoil” 	<ul style="list-style-type: none"> • Read Shell, pgs. 3-21 and appendix A
Thu	Feb 18	<u>6</u> https://canvas.cmu.edu/courses/21293/modules/132180	Negotiation Impasses	<ul style="list-style-type: none"> • Lecture on Cuban Missile Crisis • Assignment: Case for “New Recruit” 	<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

Date	Class number & Topic	Class Day Activities	Assignments (on class days, due at beginning of class)
			Hour” 3. “Sergei Khrushchev on the Cuban Missile Crisis” 4. “JFK’s Cuban Missile Crisis Speech”
Tue Feb 23	NO CLASS Break Day		
Thu Feb 25	7 7 /modules/132179)	Integrative Bargaining	<ul style="list-style-type: none"> • Lecture on Integrative Negotiation • Negotiate “New Recruit” in breakout rooms • Upload “New Recruit” agreement to Canvas <ul style="list-style-type: none"> • Preparation plan for New Recruit due start of class (upload to Canvas) • Download lecture notes for today’s class (Integrative Bargaining) • Read Malhotra and Bazerman, Chapters 2, 3, and 4
Tue Mar 2	8 8 /modules/132178)	Integrative Bargaining	<ul style="list-style-type: none"> • Discuss “New Recruit” • Discuss “Stalling for Time” reading • Assignment: Case for “DEC vs. Riverside” <ul style="list-style-type: none"> • Read Malhotra and Bazerman, Chapters 5 and 6 • Stalling for Time reading (93 pages)
Thu Mar 4	9 9 /modules/132177)	Integrative Bargaining	<ul style="list-style-type: none"> • Q&A – “DEC vs. Riverside” and more • Negotiate “DEC vs. Riverside” in breakout rooms • Upload “DEC vs. Riverside” <ul style="list-style-type: none"> • Read “DEC vs. Riverside” and be ready to negotiate

Date	Class number & Topic	Class Day Activities	Assignments (on class days, due at beginning of class)
		negotiation agreement to Canvas	
Tue Mar 9	10 Integrative Bargaining	<ul style="list-style-type: none"> • Discuss “DEC vs. Riverside” • Assignment: Case for “Harborco” 	<ul style="list-style-type: none"> • Topic & references for Negotiation in the News Analysis due by midnight (upload to Canvas)
Thu Mar 11	11 Many Parties, Many Issues	<ul style="list-style-type: none"> • Q&A – “Harborco” and more • Negotiate “Harborco” in breakout rooms • Upload “Harborco” negotiation agreement to Canvas 	<ul style="list-style-type: none"> • Read Malhotra and Bazerman, Chapters 11, 12, 13, and 14 • Read “Harborco” and be ready to negotiate
Tue Mar 16	12 Many Parties, Many Issues	<ul style="list-style-type: none"> • Discuss “Harborco” 	<ul style="list-style-type: none"> • Read Malhotra and Bazerman, Chapters 7, 9, and 10
Thu Mar 18			<ul style="list-style-type: none"> • Negotiation in the News Analysis due by midnight (upload to Canvas) **

** Note that grades are due Mar 24 (less than a week later). Therefore no extensions, as it won't be possible to get all the papers graded in time.