



Victoria Management School

MMBA 571
Negotiations

Trimester 2 2005

COURSE OUTLINE

Contact Details

William H. Taylor, Ph.D.

The University of Calgary, Canada

Email: wtaylor@ucalgary.ca

Telephone: 403 – 283 – 7035

Class Times and Room Numbers

Room RH LT 3

08:30 – 17:00

September 10 and 11

October 8 and 9

Course Objectives

Successful individuals and organizations use effective negotiating strategies. They create agreements that meet the needs of all parties and foster on-going productive relationships. Such agreements don't just happen. They result from the application of a unique set of skills - skills that can be learned in this negotiating course.

The goals of this course are:

- (a) To understand the major theories, models and concepts that underlie the negotiation process;
- (b) To increase awareness of your personal negotiating style;
- (c) To develop the skills for effective negotiation;
- (d) To learn how to adapt these skills to a wide range of situations, including cross-cultural negotiations.

Course Content

TOPICS

- Hard, Soft and Creative negotiating - what are the differences?
- When to negotiate, when not to
- Principles of Creative Negotiating
- Clarifying Interests, Issues and Positions
- Probing for the interests of the other person
- Planning the Process
- Creating Options
- Implementing agreements
- Measuring the outcomes of the negotiation
- Constituents, Stakeholders and Bystanders
- Alternatives to negotiating
- Dealing with hidden conflict
- Power in the negotiating relationship
- Your best and worst alternatives to negotiating
- Communications skills in negotiating
- Pure bargaining strategies (tactics)
- Cross-cultural negotiating

METHOD

The course consists of a combination of lectures and discussions, case analyses, simulations, and practice negotiations focusing on the *process* of negotiating. Participants will analyze and discuss actual negotiations from their own workplaces and personal lives.

Required Reading

You **must** purchase Lewicki, Saunders and Minton, *Negotiation; Readings, Exercises and Cases*, 4th edition, Irwin McGraw Hill, 2003.

Recommended Reading

Fisher, Roger and Ury, *Getting to Yes; Negotiating Agreements Without Giving In*, latest edition.

Useful journals or serials

International Journal of Conflict Management
Negotiation Journal

Assessment

Individual Assignment (up to 1500 words)	40%
Take-home test	60%

Individual assignment: In between the first and second weekends of the paper you will commence a negotiation which should be concluded prior to handing in your assignment.

This might be a job application, a purchase of a good or service, an issue involving interpersonal relationships (eg a syndicate negotiation) or any other example you can think of. It need not be a successful negotiation.

You should describe what took place and analyse where you think you could have improved your management of the process. Tell me what you learned from this experience which might prove helpful in your future negotiation behaviour.

Due date: Emailed to me on or by Friday, September 30.

This will allow me to grade the paper and return to you when we meet on Saturday, October 8. The comments I provide should thus be helpful to you in preparing your take-home examination.

Hard copy of the assignment should also be handed in for your additional protection.

Maximum length: 1,500 words

In analysing this situation, be sure to draw on theories, models and ideas that we have discussed in class. You will be graded on analytical attributes rather than merely descriptive.

The final exam which is a take-home case study will be given to you at the end of class on October 9th and will be handed in by COB, October 14th.

Lecture Schedule - MMBA 571 – 2005

Saturday, September 10	
9:00 – 9:30	Introduction to the course <ul style="list-style-type: none"> • Course objectives • Individual objectives
9:30 – 10:00	Hard and Soft Negotiating
10:00 – 10:30	Break
10:30 – 11:15	Overview of alternate theories of negotiation
11:15 – 11:45	A model for the negotiating process
11:45 – 12:30	Principles of negotiating
12:30 – 1:30	Lunch
1:30 – 3:00	Steps in the process
3:00 – 3:30	Break
3:30 – 5:00	Practice Negotiation
Sunday, September 11	
9:00 – 9:30	Individual feedback on practice negotiation
9:30 – 10:00	The negotiating environment <ul style="list-style-type: none"> • Constituents and bystanders
10:00 – 10:30	Break
10:30 – 11:00	Negotiating as a means to resolve conflict
11:00 – 12:30	Power in negotiating

12:30 – 1:30	Lunch
1:30 – 2:30	Best and worst alternatives
2:30 – 3:30	Common negotiating ploys
3:30 – 4:30	Analyzing a case
4:30	End of day two
Saturday, October 8	
9:00 – 9:30	Feedback on individual assignments
9:30 – 10:00	Communication skills in negotiating
10:00 – 10:30	Break
10:30 – 12:00	Communication skills continued
12:00 – 12:30	Game theory in negotiating
12:30 – 1:30	Lunch
1:30 – 2:30	Game theory continued
2:30 – 3:00	Introduction to team negotiating
3:00 – 3:30	Break
3:30 – 5:00	Practice in team negotiating
Sunday, October 9	
9:00 – 10:00	Conclude team negotiating
10:00 – 10:30	Break
10:30 – 11:30	Ethics in negotiating
11:30 – 12:30	Cross cultural negotiating
12:30 – 1:30	Lunch
1:30 – 3:00	Case study
3:00 – 3:30	Break
3:30 – 4:30	Assessment of individual skills
4:30 – 5:00	Discussion of final assignment

Penalties

In fairness to other students, work submitted after the deadline will be subject to a penalty of 5% of the total marks available per day of lateness. Assignments more than one week late will not be accepted. A “zero” mark will be applied. In the event of unusual, unforeseen circumstances (e.g., serious illness, family bereavement), students should discuss waiver of the penalty with the course controller prior to the deadline date.

Mandatory Course Requirements

Obtaining Terms

To obtain terms to sit the final examination in this course, students are required to attend classes, submit the written Individual Assignment and achieve at least fifty percent of the total marks available for term work.

Passing the Course

In order to pass this course, students are required to obtain at least forty percent of the final examination marks available, and obtain at least fifty percent of the overall course marks available.

Victoria MBA Grading Standards

- Victoria MBA - **Excellent** Category
A (80 – 85%) to A+ (above 85%): The quality is performed to a very high level of proficiency, i.e. it is at a standard that makes it exceptional at Master’s level.
- Victoria MBA - **Very Good** Category
B+ (70 – 74%) to A- (75 – 79%): The quality is performed at a high standard. Students have reached a level which clearly exceeds “competency”.
- Victoria MBA - **Good** Category
B- (60 – 64%) to B (65 – 69%): The quality is clearly demonstrated without being exceptional in any way. Students can be thought of as competent in respect of this quality.
- Victoria MBA - **Satisfactory** Category
C (50 – 54%) to C+ (55 – 59%): The quality is demonstrated to a minimally acceptable level. There may be flaws but these are not serious enough to “fail” the student on this quality.
- Victoria MBA - **Unsatisfactory** Category
E (0 – 39%) to D (40 – 49%): The quality is absent or performed to a very low level, or the performance is seriously flawed in this respect.
- Please note that the MBA Board of Studies (End of Course Marks Meeting) reserves the right to adjust final grade distributions in order to achieve meaningful grading standards and equity in the application of evaluation standards across various MBA courses.

Individual Work

While the Victoria MBA programme has a tradition of study group collaboration, there are important elements in the assessment process that are strictly individual. Collaboration on

individual assignments is not allowed beyond general discussion as to how one might interpret the nature of the assignment question. Please do not work together to formulate a response and do not loan out your completed assignments.

Communication of Additional Information

Additional information and information on any changes will be conveyed to students via class announcements and in written form on the university blackboard server for MMBA 571.

General University Policies and Statutes

Students should familiarise themselves with the University's policies and statutes, particularly those regarding assessment and course of study requirements, and formal academic grievance procedures.

Student Conduct and Staff Conduct

The Statute on Student Conduct together with the Policy on Staff Conduct ensure that members of the University community are able to work, learn, study and participate in the academic and social aspects of the University's life in an atmosphere of safety and respect. The Statute on Student Conduct contains information on what conduct is prohibited and what steps can be taken if there is a complaint. For queries about complaint procedures under the Statute on Student Conduct, contact the Facilitator and Disputes Advisor. This Statute is available in the Faculty Student Administration Office or on the website at: www.vuw.ac.nz/policy/StudentConduct.

The policy on Staff Conduct can be found on the VUW website at: www.vuw.ac.nz/policy/StaffConduct.

Academic Grievances

If you have any academic problems with your course you should talk to the tutor or lecturer concerned or, if you are not satisfied with the result of that meeting, see the MBA Programme Director, then the Head of School or the Associate Dean (Students) of your Faculty. Class representatives are available to assist you with this process. If, after trying the above channels, you are still unsatisfied, formal grievance procedures can be invoked. These are set out in the Academic Grievances Policy which is published on the VUW website:

www.vuw.ac.nz/policy/AcademicGrievances.

Academic Integrity and Plagiarism

Academic integrity is about honesty – put simply it means **no cheating**. All members of the University community are responsible for upholding academic integrity, which means staff and students are expected to behave honestly, fairly and with respect for others at all times.

Plagiarism is a form of cheating which undermines academic integrity. Plagiarism is **prohibited** at Victoria.

The University defines plagiarism as follows:

Plagiarism is presenting someone else's work as if it were your own, whether you mean to or not.

'Someone else's work' means anything that is not your own idea, even if it is presented in your own style. It includes material from books, journals or any other printed source, the work of other students or staff, information from the Internet, software programmes and other electronic material, designs and ideas. It also includes the organization or structuring of any such material.

Plagiarism is not worth the risk.

Any enrolled student found guilty of plagiarism will be subject to disciplinary procedures under the Statute on Student Conduct (www.vuw.ac.nz/policy/studentconduct) and may be penalized severely. Consequences of being found guilty of plagiarism can include:

- an oral or written warning
- suspension from class or university
- cancellation of your mark for an assessment or a fail grade for the course.

Find out more about plagiarism and how to avoid it, on the University's website at:
www.vuw.ac.nz/home/studying/plagiarism.html.

Students with Disabilities

The University has a policy of reasonable accommodation of the needs of students with disabilities. The policy aims to give students with disabilities an equal opportunity with all other students to demonstrate their abilities. If you have a disability, impairment or chronic medical condition (temporary, permanent or recurring) that may impact on your ability to participate, learn and/or achieve in lectures and tutorials or in meeting the course requirements, then please contact the Course Coordinator as early in the course as possible. Alternatively you may wish to approach a Student Adviser from Disability Support Services to confidentially discuss your individual needs and the options and support that are available. Disability Support Services are located on Level 1, Robert Stout Building, or phoning 463-6070, email: disability@vuw.ac.nz. The name of your School's Disability Liaison Person can be obtained from the Administrative Assistant or the School Prospectus.

Student Support

Staff at Victoria want students' learning experiences at the University to be positive. If your academic progress is causing you concern, please contact the relevant Course Co-ordinator, or Associate Dean who will either help you directly or put you in contact with someone who can.

The Student Services Group is also available to provide a variety of support and services. Find out more at www.vuw.ac.nz/st_services/ or email student-services@vuw.ac.nz.

VUWSA employs two Education Coordinators who deal with academic problems and provide support, advice and advocacy services, as well as organising class representatives and faculty delegates. The Education Office is located on the ground floor, Student Union Building, phone 463 6983 or 463 6984, email education@vuwsa.org.nz.