



Victoria Management School

MMBA 571 Negotiations

Trimester 2 2006

COURSE OUTLINE

Contact Details

Course Coordinator: William H. Taylor, Ph.D.
The University of Calgary, Canada
Email: wtaylor@ucalgary.ca
Telephone: 403 – 283 – 7035

Class Times

September 9 and 10
September 30 and October 1

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.

Workload

Workload expectations for this course are 10 hours per week for the 12 teaching weeks and 30hrs during the mid-trimester break.

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 analyse 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.

I have selected the most relevant articles for you to read over the programme. You will find them helpful in gaining deeper insights into the Negotiations subject matter. Several readings not included here but which are in the text are also very good. Try and find time to at least glance at them if you can.

If you can purchase the text and start to read the articles prior to our course, so much the better.

Readings: 1.2, 1.3, 2.2, 3.2, 3.3 4.3 5.1, 5.4
 6.2 7.3 9.3 11.2

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 22.

This will allow me to grade the paper and return to you when we meet on Saturday, September 30. 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 test which is a take-home case study will be given to you at the end of class on October 1st and will be handed in by COB, October 20th.

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.

Lecture Schedule - MMBA 571 – 2005

Saturday, September 9	
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 10	
9:00 – 9:30	Individual feedback on practice negotiation
9:30 – 10:00	The negotiating environment
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, September 30	
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 1	
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

Mandatory Course Requirements

To meet mandatory course requirements 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 are as follows:

Excellent Category

A- (75 – 79%) to A (80 – 84%) to A+ (85% and over): The learning is demonstrated to a very high level of proficiency, i.e. it is at a standard that makes it exceptional at Master's level.

Very Good Category

B+ (70 – 74%): The learning is demonstrated at a high standard. Students have reached a level that clearly exceeds “competency”.

Good Category

B (65 – 69%): The learning is clearly demonstrated without being exceptional in any way. Students can be thought of as fully competent.

Satisfactory Category

B- (60 – 64%): The learning is demonstrated without being exceptional in any way. Students can be thought of as competent.

Marginal Category

C (50 – 54%) to C+ (55 – 59%): The learning is demonstrated to a minimally acceptable level. There may be flaws but these are not serious enough to “fail” the student.

Unsatisfactory / Failure Category

E (0 – 39%) to D (40 – 49%): The learning is absent or performed to a very low level, or the performance is seriously flawed.

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.

Faculty of Commerce and Administration Offices

Railway West Wing (RWW) - FCA Student and Academic Services Office

The Faculty's Student and Academic Services Office is located on the ground and first floors of the Railway West Wing. The ground floor counter is the first point of contact for general enquiries and FCA forms. Student Administration Advisers are available to discuss course status and give further advice about FCA qualifications. To check for opening hours call the Student and Academic Services Office on (04) 463 5376.

Easterfield (EA) - FCA/Education/Law Kelburn Office

The Kelburn Campus Office for the Faculties of Commerce and Administration, Education and Law is situated in the Easterfield Building - it includes the ground floor reception desk (EA005) and offices 125a to 131 (Level 1). The office is available for the following:

- Duty tutors for student contact and advice.
- Information concerning administrative and academic matters.
- Forms for FCA Student and Academic Services (e.g. application for academic transcripts, requests for degree audit, COP requests).
- Examinations-related information during the examination period.

To check for opening hours call the Student and Academic Services Office on (04) 463 5376.

General University Policies and Statutes

Students should familiarise themselves with the University's policies and statutes, particularly the Assessment Statute, the Personal Courses of Study Statute, the Statute on Student Conduct and any statutes relating to the particular qualifications being studied; see the Victoria University Calendar available in hard copy or under 'About Victoria' on the VUW home page at www.vuw.ac.nz.

Student 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 are to be taken if there is a complaint. For information about complaint procedures under the Statute on Student Conduct, contact the Facilitator and Disputes Advisor or refer to the statute on the VUW policy 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; class representatives may be able to help you in this. If you are not satisfied with the result of that meeting, see the Head of School or the relevant Associate Dean; VUWSA Education Coordinators are available to assist in 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 at 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. The University defines plagiarism as follows:

The presentation of the work of another person or other persons as if it were one's own, whether intended or not. This includes published or unpublished work, material on the Internet and the work of other student or staff.

It is still plagiarism even if you re-structure the material or present it in your own style or words.

Note: It is however, perfectly acceptable to include the work of others as long as that is acknowledged by appropriate referencing.

Plagiarism is prohibited at Victoria and is not worth the risk. Any enrolled student found guilty of plagiarism will be subject to disciplinary procedures under the Statute on Student Conduct and may be penalised severely. Consequences of being found guilty of plagiarism can include:

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

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 Impairments

The University has a policy of reasonable accommodation of the needs of students with disabilities. The policy aims to give students with disabilities the same opportunity as 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, 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 (DSS) to discuss your individual needs and the available options and support on a confidential basis. DSS are located on Level 1, Robert Stout Building, telephone (04) 463 6070, email disability@vuw.ac.nz. The name of your School's Disability Liaison Person is in the relevant prospectus or can be obtained from the School Office or DSS.

Student Support

Staff at Victoria want students to have positive learning experiences at the University. Each Faculty has a designated staff member who can either help you directly if your academic progress is causing you concern, or quickly put you in contact with someone who can. Assistance for specific groups is also available from the Kaiwao Māori, Manaaki Pihipihinga or Victoria International.

In addition, the Student Services Group (email student-services@vuw.ac.nz) is available to provide a variety of support and services. Find out more at www.vuw.ac.nz/st_services/.

VUWSA employs 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 (tel. 04 463 6983 or 04 463 6984, email education@vuwsa.org.nz) is located on the ground floor, Student Union Building.

Manaaki Pihipihinga - Maori and Pacific Mentoring Programme (Faculty of Commerce and Administration)

This is a mentoring service for Maori and Pacific students studying at all levels. Weekly one hour sessions are held at the Kelburn and Pipitea Campuses in the Mentoring Rooms, 14 Kelburn Parade, and Room 210 and 211, Level 2, Railway West Wing. Sessions cover drafting and discussing assignments, essay writing, and any questions that may arise from tutorials and/or lectures. A computer suite networked to Cyber Commons is available for student use.

To register with Manaaki Pihipihinga, please contact one of the following:

Puawai Wereta
Room 210, Level 2
Railway West Wing
Tel. (04) 463 8997

Fa'aoi Seiuli
Room 109 B
14 Kelburn Parade
Tel. (04) 463 5