

Victoria Management School

MMBA 571 Negotiations

Trimester Two 2008

COURSE OUTLINE

Contact Details

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Programme Administrator

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Trimester Dates: Monday 7 July to Saturday 8 November 2008

Class Times and Room Numbers: 2 & 3 August, 30 & 31 September – RHLT3

Course Objectives

Successful managers and organisations 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 strategies and 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 interest-based negotiation;
- (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 multi-party and working with difficult negotiation behaviours and tactics.

Course Content

- Game theory and how assumptions influence results
- How to measure success in negotiation
- The Harvard Negotiation Framework (7 Elements)
- Managing your own style of negotiation
- The three primary negotiations Relationship, Process and Substance
- The role of perceptions and how to manage them.
- Negotiation strategies

- Hard, Soft and Creative negotiating - what are the differences?
- Creating and Claiming value
- Principles of Creative Negotiating
- Clarifying Interests, Issues and Positions
- Determining fairness
- Multi-party negotiations
- Coalitions, Alliances Group Dynamics
- Relationship mapping
- Managing a “one text”
- Getting past “No”
- Managing power
- Relationship management and difficult conversations
- Managing difficult behaviours and tactics
- Cross-cultural negotiating

A full syllabus will be provided at the first day of the course.

Expected Workload

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

Group Work

There will be no group work in this course, both assignments (the interim case analysis and the take home test) will be done individually and marked accordingly. 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, it is very easy to detect copying.

Readings

You **must** purchase Lewicki, Saunders, Minton and Barry, *Negotiation; Readings, Exercises and Cases*, 5th edition, Irwin McGraw Hill, 2007.

(Please note: While travelling in the Former Soviet Union the University advised me that the 4th Edition was out of stock and we should move to the 5th Edition. Unfortunately I was unable to see the 5th edition until arriving back into NZ. I have now revised the reading list. I apologise for this delay. If you have read articles from the 4th Edition this will be very good preparation as it covers very similar material. I have chosen the articles below based on course content, sound theory and recognised authors in the field.)

I have selected the most relevant articles for you to read over the programme. You will find them helpful in gaining a deeper insight into the Negotiation subject matter. Several other readings in the text, not included below, may also be useful. Try and find time to 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:

- Section 1** 1.1, 1.2, 1.3, 1.4, 1.6, 1.10
- Section 2** 2.1, 2.2, 2.5, 2.6, 2.7, 2.8, 2.10
- Section 3** 3.2, 3.3, 3.4, 3.8, 3.10
- Section 4** 4.1, 4.2
- Section 5** 5.1, 5.2, 5.3
- Section 6** 6.1, 6.3, 6.4, 6.6
- Section 7** 7.1

Necessary Reading

Fisher, Roger and Ury William, *Getting to Yes; Negotiating Agreements Without Giving In*, second edition 1991.

Useful journals

International Journal of Conflict Management
Negotiation Journal

Materials and Equipment

Other than textbooks and journal articles, students do not need to purchase other materials or equipment. If students want to use laptops in class that is fine.

Assessment Requirements

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 prepare and analyse a real negotiation. You may select a work or personal situation to analyse. Either way it should be a situation where you can prepare prior to the negotiation using the 7-element preparation sheet provided and develop a clear negotiation strategy. You can simply focus on one conversation where you are trying to influence someone to do something. If you do not have a work negotiation then please use a personal situation (not someone from the class) and use that for your assignment.

The situation must allow the following:

- Time to prepare using the 7 elements.
- Consideration of your negotiation strategy
- A real negotiation must happen (not just one that you intend to have).

The material you submit for assessment must include three distinct parts:

1. A brief setting out:
 - the situation
 - your overall goals
 - your strategies
2. A completed 7 element preparation sheet (written legibly or typed).
3. A diagnostic of the actual negotiation summarising:
 - how you used the principles and tools from the first two days, what worked, what you would do differently?
 - any specific communication and relationship building techniques you used
 - your assessment of the result achieved
 - the key lessons you personally learned about negotiation

Please note: it need not be a successful negotiation, and I am looking for analysis not just description of what happened.

Due date: Emailed, faxed or post to me on or by xxxxxxx.

(Email is colin@cmnz.co.nz, Fax is 4997301, mail is PO Box 2855, Wellington)

This will allow me to grade the paper and return to you when we meet on xxxxxxx 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; the date for final submission will be confirmed in class.

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 (eg. serious illness, family bereavement), students should discuss waiver of the penalty with the course controller prior to the deadline date.

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.

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, ie. 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.

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 on the ground floor (EA005). This counter is the first point of contact for :

- 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 or go to www.victoria.ac.nz/home/about/policy/students.aspx

For information on the following topics, go to the Faculty's website www.victoria.ac.nz/fca under Important Information for Students:

- Academic Grievances
- Student and Staff Conduct
- Meeting the Needs of Students with Impairments
- Student Support

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 students or staff.

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

Note: including the work of others will not be considered plagiarism as long as the work 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:

www.victoria.ac.nz/home/studying/plagiarism.html

Manaaki Pihipihinga Programme

Manaaki Pihipihinga is an academic mentoring programme for undergraduate Māori and Pacific students in the Faculties of Commerce and Administration, and Humanities and Social Sciences. Sessions are held at the Kelburn and Pipitea Campuses in the Mentoring Rooms, 14 Kelburn Parade (back courtyard), Room 109D, and Room 210, Level 2, Railway West Wing. There is also a Pacific Support Coordinator who assists Pacific students by linking them to the services and support they need while studying at Victoria. Another feature of the programme is a support network for Postgraduate students with links to Postgraduate workshops and activities around Campus.

For further information, or to register with the programme, email manaaki-pihipihinga-programme@vuw.ac.nz or phone (04) 463 6015. To contact the Pacific Support Coordinator, email pacific-support-coord@vuw.ac.nz or phone (04) 463 5842.