

**School of Government**

**PADM 508**

**APPROVED PERSONAL COURSE OF STUDY  
(24 Points)**

**(Taught with MMBA 571  
SPECIAL TOPIC: NEGOTIATIONS)**

**Trimester Three / 2010**

**COURSE OUTLINE**

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**Contact Details**

Course Coordinator: Colin McKenzie, BSc, MSc, MES, Post Grad Diploma in Negotiation.  
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Office hours: 9:30 to 5:30pm

**Class Times and Room Numbers**

20/21 November 2010 and 11/12 December 2010, 9-5pm. Room GBLT3

Teaching Period: 20 November to 12 December 2010

**Withdrawal from Course:**

Your fees will be refunded if you withdraw from this course on or before: **21 November 2010.**

Additional information on the last dates for withdrawal from this course is available on <http://www.victoria.ac.nz/home/admisenrol/payments/withdrawlsrefunds.aspx>

After the prescribed date, students wishing to withdraw late must apply on an 'Application for Associate Dean's Permission to Withdraw Late' including supporting documentation. The application form is available from the Student Customer Service Desk.

## 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.

PADM candidates are expected to achieve these learning outcomes at a level that reflects the fact that this is a 24 point course. Moreover, in terms of learning outcomes, students are expected to engage at a level appropriate for senior managers in the NZ public sector (e.g. a strategic rather than operational focus; oriented towards whole-of-government rather than a single work unit or organisation; demonstrating synthesis, contextuality and multidisciplinary in thinking), and will accordingly be assessed on that basis.

## 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 multi-party "one text" process
- 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 10 teaching weeks and 30 hrs during the three week mid-trimester break.

## Group Work

There will be no group work in this course, both assignments (the interim case analysis and the final exam) 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*, 6<sup>th</sup> edition, Irwin McGraw Hill, 2007.

*(Please note: Recommended sections are also outlined in your pre-course material. The articles below are based on course content, sound theory and recognised authors in the field.)*

The most relevant articles for you to read over the programme have been selected for you. 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.

Recommendations are as follows:

### Section 1

- 1-1 Three Approaches to Resolving Disputes
- 1.2 Selecting a Strategy
- 1.3 Balancing Act: How to Manage Negotiation
- 1.4 The Negotiation Checklist.
- 1.6 Closing Your business Negotiations
- 1.8 Implementing a Collaborative Strategy
- 1.9 Solve Joint Problems to Create and Claim Value

### Section 2

- 2.1 Negotiating Rationally
- 2.2 Managers and Their Not-So-Rational Decision
- 2.3 When Your Thoughts Work Against You
- 2.4 Untapped Power: Emotions in Negotiation
- 2.5 Staying with No
- 2.6 Risks of Email
- 2.7 Where Does Power Come From?
- 2.11 Negotiation Ethics

### Section 3

- 3.1 Staying in the Game or Changing it.
- 3.4 The Fine Art of Making Concessions
- 3.5 the High Cost of Low Trust
- 3.11 Can't Beat Them? Then Join a Coalition
- 3.12 Building and Maintaining Coalitions and Allegiances throughout Negotiations
- 3.13 The Surprising Benefits of Conflict in Negotiation Teams

### Section 4

- 4.1 Women don't Ask
- 4.2 Become a Master Negotiator

### Section 5

- 5.1 Negotiation and Culture
- 5.2 Intercultural Negotiation in International Business

### Section 6

- 6.3 Taking the Stress out of Stressful Conversations
- 6.4 Renegotiating Existing Agreements
- 6.6 When and How to Use Third-Party Help
- 6.7 Investigative Negotiation

## Section 7

- 7.1 Best Practices in Negotiation
- 7.2 Getting Past Yes
- 7.3 Seven Strategies for Negotiating Success

### *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.

### **To be handed in by COB December 3<sup>rd</sup> 2010**

For any questions, please email [colin@cmnz.co.nz](mailto:colin@cmnz.co.nz). Fax is 4997301, mail is PO Box 2855, Wellington. Please call if urgent (see first page for contact details).

**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 and 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.

### **Class Representative**

A class representative will be elected in the first class, and that person’s name and contact details made available to VUWSA, the Course Coordinator and the class. The class representative provides a communication channel to liaise with the Course Coordinator on behalf of students.

### **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.

### **Referencing**

There are many different styles of referencing and the Faculty of Commerce & Administration at VUW has decided to make APA (American Psychological Association) referencing style the common standard across the Faculty. The Commerce and Central Libraries hold the APA Style Guide. You can also access the information from the online VUW library site:

<http://www.victoria.ac.nz/library/research/reference/referencingguides.aspx>

## **Communication of Additional Information**

Communication will generally be by means of Blackboard. This includes notices, lecture material, references and assignments.

## **Use of Turnitin**

Student work provided for assessment in this course may be checked for academic integrity by the electronic search engine <http://www.turnitin.com>. Turnitin is an on-line plagiarism prevention tool which compares submitted work with a very large database of existing material. At the discretion of the Head of School, handwritten work may be copy-typed by the School and subject to checking by Turnitin. Turnitin will retain a copy of submitted materials on behalf of the University for detection of future plagiarism, but access to the full text of submissions will not be made available to any other party.

**For the following important information follow the links provided:**

### **Academic Integrity and Plagiarism**

<http://www.victoria.ac.nz/home/study/plagiarism.aspx>

### **General University Policies and Statutes**

<http://www.victoria.ac.nz/home/about/policy>

### **AVC (Academic) Website: information including: Conduct, Academic Grievances, Students with Impairments, Student Support**

[http://www.victoria.ac.nz/home/about\\_victoria/avcacademic/Publications.aspx](http://www.victoria.ac.nz/home/about_victoria/avcacademic/Publications.aspx)

### **Faculty of Commerce and Administration Offices**

<http://www.victoria.ac.nz/fca/studenthelp/>

### **Manaaki Pihipihinga Programme**

[http://www.victoria.ac.nz/st\\_services/mentoring/](http://www.victoria.ac.nz/st_services/mentoring/)