

School of Management

MMBA 571 Negotiations

Trimester 3, 2013

COURSE OUTLINE

Names and Contact Details:

COURSE COORDINATOR

Colin McKenzie, BSc, MSc, MES, Post Grad Diploma in Negotiation

Company: Director, CMNZ Ltd, 14 Porritt Avenue, Mt Victoria, Wellington 6011

Email: colin@cmnz.co.nz

Telephone: 04 8018861,

Mobile: 0274545534

COURSE ADMINISTRATOR

Amanda Cunningham

Room: RH1004, Rutherford House

Phone: 463 5367

Email: amanda.cunningham@vuw.ac.nz

Trimester Dates

Teaching Period: 23 November to 31 January 2014

Withdrawal from Course

1. Your fees will be refunded if you withdraw from this course on or before **Tuesday 29 November 2013**.
2. The standard last date for withdrawal from this course is 11 January 2014.

After the last date stated in #2, students forced to withdraw by circumstances beyond their control must apply for permission on an '*Application for Associate Dean's Permission to Withdraw Late*' including supporting documentation. The application form is available from either of the Faculty's Student Customer Service Desks.

Class Times and Room Numbers

Lectures 23 and 30 November, 7 and 14 December 2013 - 8:30am -4:30pm

Government Building – GBLT3

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.

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.

Course Learning Objectives

Successful leaders 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 Collaborative Negotiation
- 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.

Readings

We have gone back to using a text book this year which is outlined below.

You must read:

Getting to Yes: Negotiating Agreement Without Giving In. 2011 3rd Edition. By; Roger Fisher; William Ury and Bruce Patton. Penguin Books NY.

As this is the core reading it is expected that each person will have read this book before the course starts.

You must have a copy of:

Negotiation: Readings Exercises and Cases. (2010) 6th edition, by Roy J. Lewicki, David Saunders and Bruce Barry McGraw Hill Publishers, NY.

It has been ordered through UVIC Bookstore. It should be available on Amazon and there is a Kindle version out as well

Key readings before the course starts:

- 1.2 Selecting a Strategy
- 1.4 The Negotiation checklist
- 1.8 Implementing a collaborative Strategy
- 1.9 Solve Joint problems to Create and Claim Value
- 7.2 Getting Past Yes

The recommended reading is as follows:

- **Negotiation Genius** 2007. By; Deepak Malhotra and Max H Bazerman. Bantam Dell NY.
- **Difficult Conversations: How to discuss what matters most.** 2010. Penguin Books NY.

All the above books will be in paperback

Other articles or chapters will be referred to or given to you in class

Useful journals

- Negotiation Journal
- Negotiation Newsletter

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

Attendance and participation	10%
Individual Assignment (up to 1500 words)	30%
Take-home test	60%

Individual assignment: Inbetween the first and third sessions 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 (typed).
3. The analysis 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 your strategy
 - 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 at the start of the teaching session December 7th 2013

For any questions, please email colin@cmnz.co.nz. or 0274545534. Please call only 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 (14th December 2013) and the date for final submission will be **5pm Friday 31 January 2014** (this 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.

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 for existing material. At the discretion of the Head of School, handwritten work may be copy-typed by the School and submitted to Turnitin. A copy of submitted materials will be retained 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.

Mandatory Course Requirements

To meet mandatory course requirements students are required to attend classes, submit the two written Individual Assignments, 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 – 85%) to A+ (85% and above): 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.

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.

Communication of Additional Information

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

Student feedback

Student feedback on University courses may be found at www.cad.vuw.ac.nz/feedback/feedback_display.php

Link to general information

For general information about course-related matters, go to <http://www.victoria.ac.nz/vbs/studenthelp/general-course-information>

Note to Students

Your assessed work may be used for quality assurance purposes, such as to assess the level of achievement of learning objectives as required for accreditation and academic audit. The findings may be used to inform changes aimed at improving the quality of VBS programmes. All material used for such processed will be treated as confidential, and the outcome will not affect your grade for the course.