

Negotiation Skills

MGMT5712

Dr. Nancy Kohn

Session 2, 2008

This is a preliminary course outline, and is subject to change.

Class Dates: 5-8; 10-13 July 2008

Payment Due: 6 June 2008

Course aims / objectives:

This course provides a set of generic concepts and skills for negotiation and resolving interpersonal and inter-group conflicts as well as developing new, joint initiatives. Students gain the opportunity to work with theory, skills and processes of negotiation relevant to a wide range of contexts: commercial; organisational; community; and public policy. The course will provide an analytical understanding of negotiations, including negotiation planning, strategy and tactics, as well as the development of the practical skills necessary for implementation of this knowledge. Students will gain these practical skills through participation in negotiation workshops. The workshop programme is made up of negotiation role-play exercises that develop in complexity as the course progresses. This course is an elective course with no pre- or co-requisites but is of great relevance to all areas taught within the Australian School of Business as well as in other faculties.

Course aims and learning outcomes

1. to address the basic concepts and structures of negotiation through a discussion of relevant theory, models of negotiation behaviour and communication strategies;
2. to develop skills in negotiation through practical demonstration of the ideas and concepts presented in the course in various negotiation situations;
3. to give students experience in diagnosing, planning and preparing for negotiations;
4. to give students practical negotiation experience via role plays using different scenarios;
5. to help students develop an understanding of and facility with the particular dynamics of individual, group and constituency negotiations;
6. to encourage increased awareness of the psychological components of negotiation;
7. to improve the critical thinking, writing and speaking skills of students;
8. to encourage greater self-reflection regarding negotiation conflict and its management;
9. to foster the development of planning and teamwork skills.

Student learning outcomes

On successful completion of this course, a student should be able to:

1. Discuss and use relevant negotiation theory;
2. Diagnose a conflict situation in terms of the positions and underlying interests at stake;
3. Explain the range of choices regarding negotiation strategy and the most appropriate circumstance for using each;
4. Develop appropriate plans for different negotiation scenarios;
5. Carry out a simple distributive negotiation;
6. Undertake an integrative negotiation individually and as part of a team;
7. Explain and demonstrate how psychological considerations can impact negotiation processes;
8. Explain the implications of constituency negotiations;
9. Display improved skills in critical analysis, self-reflection and problem-solving;
10. Show evidence of improved verbal and written communication skills;
11. Display improved skills in negotiation, including planning, team-work and persuasion.

Assessment:

Class participation	15%
Plan 1	10%
Plan 2	15%
Mid-session examination	25%
Take home final exam	35%

The assignments and exams are designed to encourage you to apply what you have learned. **Students must have a minimum of 80% attendance to pass this course.** It is assumed that everyone has heavy work commitments and such commitments are not considered good reason for missing class.

Assessment for the course consists of four components:

Class Participation

Weight: 15%

Marks for informed participation will reflect students' reading, verbal contributions to discussion of role play exercises and active, constructive involvement in the exercises. The lecturer understands and makes allowances for the fact that for some of you English is not your first language. Verbal style or facility is NOT the most important thing. Willingness to participate, to "play the part" and the ability to use theory to solve and reflect upon negotiation challenges are the central criteria.

Plan 1 (10%) and Plan 2 (15%)

Total Weight: 25%

Plan 1

Due: **Tuesday, 08 July 2008, 21:00**

Weight: 10% of total grade

Length: 1000 words maximum

References: none required

Plan 2

Due: **Sunday, 13 July 2008, 11:10**

Weight: 15% of total grade

Length: 1500 words maximum, two copies required

References: 1 reference required

Explanation of two written negotiation plans

The negotiation literature points strongly to the crucial importance of proper planning and preparation for negotiation success. Therefore there are two assessable planning exercises in this course.

You will analyse the assigned negotiation information and use it as a basis for developing plans that you will use in your negotiation role play. These assessment items account, in total, for 25 per cent of total assessment. The two plans relate to the Knight-Excalibur (10 per cent) and Island Cruise (15 per cent) negotiations.

The idea is that you should be able to actively use your plans while you are at the negotiation table. Therefore, please create a one page summary worksheet to use while you are negotiating. This negotiation summary worksheet should contain, at a minimum, your BATNA, your resistance, opening and target points, and questions to ask and answer. The worksheet is not included in your word count. You should keep your explanations and rationale for what you have prepared in your summary worksheet separate from the worksheet. Those explanations and rationale comprise the word count for each plan. Both sections must be handed in as part of your plan.

For your worksheet you may want to use point form or a table (or both) as these options may help you think more clearly and quickly at the negotiation table.

The word limits for these plans are generous and you must strictly adhere to them. Students will be penalised for going over the word limits for the assignments.

Plan format:

- Worksheet with tables, numbers, questions, responses. This is not included in the word count and can be one or more pages.
- Plan rationale: 1.5-double spaced, in 12 point Times Roman Font. Please include the word count for this section.

Mid-session examination

When: **Monday, 07 July 2008, 21:00**
Weight: 25% of total grade
Duration: 60 minutes

Explanation of the mid-session examination

This examination will address the material covered in chapters 1-4. It will be comprised of 25 multiple-choice questions and be of 60 minutes' duration. There is one answer per question and no penalty for wrong answers.

The examination will test students' knowledge and understanding of the fundamentals and sub-processes of negotiation discussed in chapters 1-4. This material forms the foundation of developing the ability to analyse and prepare for a negotiating situation, carry out negotiation exercises and to complete the remaining assessment items.

Take-home examination

When: Sunday, 13 July 2008, 20:00
Weight: 35% of total grade
Due: **Sunday, 27 July 2008, 23:59 HK time – via email**

Explanation of the take-home exam

The take-home exam is designed to critically assess your awareness of your own skills (and those of your team and opponents) in planning, implementing and analysing longer, more complex, team-based negotiations. It involves both documentation and analysis of students' strategy and performance in negotiating in teams.

The following link offers advice regarding open book and take-home exams:

<http://www.lc.unsw.edu.au/onlib/obe.html>

Most, but not all of the final exam questions will be drawn from the following areas based on documentation and analysis of your team's negotiation completed on July 13th ('Town of Tamarack'), including:

- Preparation: your own, your team's, and the other team
- The progression of events in the negotiation;
- The strategy and tactics adopted by both parties;
- The solution you achieved and how you 'defend' your solution against your earlier goals and objectives;
- Integration of the analytical tools and theory from the readings;
- What you learned from the negotiation, reflecting upon it.

You will also have the opportunity to reflect on your learning from the course.

The most important elements are the integration of theory with your reflections on the negotiation process and a demonstration of critical analysis and self-reflection regarding all the parties to the negotiation. That is, do not waste words merely re-telling events. Be sure to thoroughly justify your analysis using the appropriate literature and to use correct referencing.

You must demonstrably use at least 3 references in your take-home exam.

Submission procedures:

- Format: 1.5-double spaced, in 12 point Times Roman Font. Either Harvard referencing or footnoting is acceptable.
- Submission: The take home exam should be submitted by 23:59 p.m. Hong Kong time on the due date via email, to n.kohn@unsw.edu.au

- Assignments will be acknowledged within 24 hours. If acknowledgement is not received, it is the student's obligation to follow-up by contacting the lecturer and re-submit.
- All information including the reference list, should be in ONE file and the word count (including tables and figures) should be recorded on the front of the document.

Assignment submission

Extensions for assignments: Work commitments are NOT a justifiable reason for granting of extensions. Extensions for assignments will only be granted in cases of family emergency. Extensions should be requested prior to the due date. You will be asked to submit work to date & then will be given additional time to complete the assignment.

Penalties - late submission: If assignments are late without permission, a penalty of 5% per day will apply.

Penalties – exceeding the word count: Word count is taken seriously. A percentage penalty will be applied to your mark, equivalent to the amount you are over in word count.

Student responsibilities and conduct

You are expected to conduct yourself with consideration and respect of your fellow students and instructor. Conduct which unduly disrupts or interferes with a lecture or workshop, such as ringing or talking on mobile phones, is not acceptable. More information on student conduct is available at: www.my.unsw.edu.au

Academic honesty and plagiarism:

UNSW regards plagiarism as a form of academic misconduct, and has very strict rules regarding plagiarism. For full information regarding policies and penalties and for information to help you avoid plagiarism see: <http://www.lc.unsw.edu.au/plagiarism/index.html>

Plagiarism is the presentation of the thoughts or work of another as one's own.* Examples include:

- direct duplication of the thoughts or work of another, including by copying work, or knowingly permitting it to be copied. This includes copying material, ideas or concepts from a book, article, report or other written document (whether published or unpublished), composition, artwork, design, drawing, circuitry, computer program or software, web site, Internet, other electronic resource, or another person's assignment without appropriate acknowledgement;
- paraphrasing another person's work with very minor changes keeping the meaning, form and/or progression of ideas of the original;
- piecing together sections of the work of others into a new whole;
- presenting an assessment item as independent work when it has been produced in whole or part in collusion with other people, for example, another student or a tutor; and,
- claiming credit for a proportion a work contributed to a group assessment item that is greater than that actually contributed.†

Submitting an assessment item that has already been submitted for academic credit elsewhere may also be considered plagiarism.

The inclusion of the thoughts or work of another with attribution appropriate to the academic discipline does *not* amount to plagiarism.

Students are reminded of their Rights and Responsibilities in respect of plagiarism, as set out in the University Undergraduate and Postgraduate Handbooks, and are encouraged to seek advice from academic staff whenever necessary to ensure they avoid plagiarism in all its forms.

The Learning Centre website is the central University online resource for staff and student information on plagiarism and academic honesty. It can be located at: www.lc.unsw.edu.au/plagiarism

The Learning Centre also provides substantial educational written materials, workshops, and tutorials to aid students, for example, in:

- correct referencing practices;
- paraphrasing, summarising, essay writing, and time management;
- appropriate use of, and attribution for, a range of materials including text, images, formulae and concepts.

Individual assistance is available on request from The Learning Centre.

Students are also reminded that careful time management is an important part of study and one of the identified causes of plagiarism is poor time management. Students should allow sufficient time for research, drafting, and the proper referencing of sources in preparing all assessment items.

* Based on that proposed to the University of Newcastle by the St James Ethics Centre. Used with kind permission from the University of Newcastle

† Adapted with kind permission from the University of Melbourne.

Course details / modules:

Pre-Work

You will be expected to have read the first four chapters of the textbook before the conclusion of the first weekend session.

Day 1: Saturday, 05 July 2008 (2.00pm – 8.00pm)

- Lecture 1 Introduction to course and overview (Reading: Chapter 1)
- Pemberton's dilemma negotiation
- Lecture 2 Strategy and tactics of distributive bargaining (Reading: Chapter 2)
- Lecture 3 Strategy and tactics of integrative negotiation—part 1 (Reading: Chapter 3)

Day 2: Sunday, 06 July 2008 (10.00am – 7.00pm)

- G-Technica/Accel Media negotiation
- Lecture 3 Strategy and tactics of integrative negotiation—part 2
- Universal II negotiation
- Lecture 4 Negotiation strategy and planning (Reading: Chapter 4)
- Pakistani Prunes negotiation

Day 3: Monday, 07 July 2008 (7:00pm – 10:15pm)

- Mid-session exam
- Plan 1 (Knight Excalibur) preparation

Day 4: Tuesday, 08 July 2008 (7:00pm – 10:15pm)

- Knight Excalibur negotiation
- Lecture 5 Finding and using negotiation power (Reading: Chapter 7)

Day 5: Thursday, 10 July 2008 (7:00pm – 10:15pm)

- Lecture 6 Negotiating across cultures (Reading: Chapter 16)
- Sick leave negotiation

Day 6: Friday, 11 July 2008 (7.00pm – 10:15pm)

- Job offer planning and negotiation

Day 7: Saturday, 12 July 2008 (2.00pm – 8.00pm)

- Lecture 7 Multiple parties and teams (Reading: Chapter 13)
- Tamarack team planning and negotiation
- Lecture 8 Perception and cognition (Chapter 5)
- Plan 2 roles assigned and individual planning

Day 8: Sunday, 13 July 2008 (10.00am – 7.00pm)

- Lecture 9 Individual Differences (Reading: Chapters 14 & 15)
- Island cruise planning and negotiation
- Lecture 10 recap & review (Chapter 20)
- Take home final exam distributed

Course materials and text/s:

There is one textbook assigned for Negotiation Skills:

Lewicki, Roy J., Saunders, David M., Barry, Bruce (2006) *Negotiation, 5th Edition*, McGraw-Hill/Irwin, Boston.

Binders containing other materials you need will be provided to you.

The binders will contain:

- role play information
- readings

- sample plan
- planning guidelines

Instructor details:

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Nancy recently received the “Excellence in team teaching” award from the Australian School of Business.