Negotiation in Organizations
(MGP 246)

COURSE SYLLABUS
University of California, Davis
Graduate School of Management
Sacramento MBA
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We negotiate every day. We negotiate with co-workers, bosses, subordinates, clients, salespeople, romantic partners, and many others. This course is designed to build your understanding, skill, and confidence so that you achieve better outcomes for your negotiations. In this course you will learn how to increase the quality of the deals you negotiate so as to maximize the potential value of any deal, and also how to claim as much of that value for yourself as you can. You also will learn to see opportunities to negotiate where you had never seen them before.

This course will complement the technical and diagnostic skills you have learned in other courses. A basic premise of the course is that, while you will need analytical skills to discover optimal solutions to problems, you will also need a broad array of negotiation skills to implement these solutions and make sure that they are truly effective. Your long-term effectiveness—both in your professional and personal life—is likely to depend on your negotiating abilities. This course will give you the opportunity to develop these skills experientially and to understand the analytical frameworks that underlie negotiations. In the course, you will...

- Gain a deeper understanding of the strategic structure of negotiations. It is critical to learn to think rigorously about the strategic aspects of negotiations such as interests, goals, positions, rights, and power. These issues are often ambiguous and do not have singularly correct answers.

- Develop confidence as a negotiator.

- Improve your ability to understand the behavior of individuals, groups, and organizations in competitive situations.

- Experience a variety of negotiation contexts, helping you learn to evaluate the costs and benefits of alternative actions and how to manage the negotiating process.
Course Requirements:

1) Attendance
The structure and content of the negotiations class makes it extremely important that you participate in all negotiation exercises and discussions. The course attendance policy requires that if you must miss a negotiation exercise, it is your responsibility to contact me before the class session. Failure to contact me will result in a drop of 1/3 of a grade (A to A-, A- to B+, etc.) for the course.

2) Preparation: 20% of grade
Preparation is probably the single most important thing you can do to improve your performance in any negotiation. In class, it is essential that you read and prepare for every negotiation exercise. Lack of preparation destroys the value of in-class negotiations, not only for you, but also for your negotiating partners. Participation in the weekly negotiation exercises necessitates full preparation, and lack of preparation will be treated as an absence.

You will be required to turn in a planning document for each negotiation in the course. You may use the basic planning document attached to the end of the syllabus, create your own document format, or apply some combination of the two. I encourage you to include at least some of your own items to incorporate the things you find to be most useful. Your customized planning documents can and should be different for each negotiation, and may be as long or as short as you need them to be.

Planning documents must be submitted by the beginning of the class session on the day you complete the negotiation for which you prepared them. Email attachments are strongly preferred in either a Word or Excel format. Files should be named using the following format: your email ID, a dash, the name of the negotiation, and the word plan. So if Jane Smith planned for the Synertech case, the file should be called something like jsmith-synertech plan.doc.

3) Journal Entries: 30% of grade
This course will offer you the opportunity to receive more information and feedback about your negotiations than is ever likely to be available in your negotiations in the real world. Journal assignments take advantage of this opportunity by giving you a chance to think and reflect on your negotiations, your actions, your opponents, and yourself. In addition, your opponents' journals allow you a rare insight into the minds of those with whom you negotiate.

Each journal entry should be less than 1000 words in length (about 2 pages of single-spaced text), and should be completed as soon as possible after that week's negotiation exercise. When it is complete, submit it using the following format: your email ID, a dash, the name of the negotiation, and the word journal. So if Jane Smith wrote about the Synertech case, the file should be called something like jsmith-synertech journal.doc. E-mail copies of your journal to all the people involved in your negotiation and to the instructor. At the very latest, they are due 1 week after completing the negotiation. That is, they are due before class, 7 days from the date on which the negotiation was completed. Late journal entries will not be accepted.

The entries should include basic information about your specific negotiation, such as your assigned role in the negotiation, the name(s) of your negotiating opponent(s), and the parameters of the negotiated agreement. Beyond that, the entries should not be a blow-by-blow account of what happened in the negotiation, but should focus more on what you were thinking going in to the exercise and as the negotiation unfolded. The journal entries should be useful to both you and your opponent(s) by clarifying what you learned and providing feedback to your negotiating opponent(s). Your journal entries might address some of the following questions:

- What might you have done differently that would have improved your outcome?
- What might your opponent have done differently that would have improved his/her outcome?
- What did your opponent overlook?
- What did you learn about negotiation, bargaining, or conflict from this exercise?
- What did you learn about yourself from this experience?
- What did you learn about the behavior of others?
• How do the concepts presented in lectures or readings enrich your understanding of the process of this negotiation, its outcome, or your own style?
• How did course concepts let you down or fail to apply as neatly as you had hoped?

It is recommended that you try to answer a few of these questions in depth rather than covering all or most of them briefly.

You may submit three journal entries (each worth 10%) or two entries (each worth 15%) over the course of the semester and may choose the negotiations for which you complete journal entries. One journal entry must be from the first three class sessions.

4) Class Discussion: 10% of grade
Contributions to class discussions should raise relevant points and move the conversation forward. Comments should be constructive and thoughtful. Simply talking without contributing in a positive way to the topic under discussion does not represent a contribution to class discussion. But you should certainly feel free to question what I say or the conclusions I draw. Your criticisms, questions, and suggestions are positive contributions to class discussion, especially when you can offer evidence, from your own experience or from research, that can help inform the discussion.

5) Real World Negotiation: 40% of grade
Some time during the course, you will plan and execute a negotiation outside of class for something and report your strategy and negotiation results in a paper. You can negotiate for anything you like—a good or service, salary, whatever. The paper is not due until the end of the course, so you should have plenty of time to find an interesting negotiating opportunity. The paper should be no more than 2000 words of text (about 6 pages of double-spaced text in 12-point font, with one-inch margins all around). Papers will be submitted via email.

Extra Credit:
You can earn up to three extra credit points in the course by submitting links to interesting negotiations from movies, TV shows, magazines, newspapers, blogs, etc. All you need to do is send me a link to the article if it is from a magazine, newspaper, blog, etc. If you see a noteworthy negotiation in a movie or TV show, you can send a video link (such as from Youtube) or just write a description of the scene in question (the name of the movie or show and the circumstances under which the negotiation occurred). Be certain to know the facts about the negotiation examples that you turn in because you may be called upon to discuss these examples in class. You will earn one extra-credit point for each example you turn in. If you turn in an actual video file that I can keep, you will earn two extra-credit points.

Readings:
The required textbook for this course is:
Hardcover ISBN: 055380488X
Paperback ISBN: 0553384112
The course outline simply refers to this textbook as M&B.

Additional readings will be available electronically. Negotiation instructions will be handed out in class.

If you want to learn more, please consult the following:
## Course Outline

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<td>3/29</td>
<td>Introduction: Distributive negotiation</td>
<td>M&amp;B Ch. 1, Galinsky: When to Make First Offer in Negotiations*</td>
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<td>Mistakes and biases</td>
<td>M&amp;B Ch. 4-6</td>
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<td>M&amp;B Ch. 3 Raiffa: Post-settlement Settlements*</td>
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<td>Galbraith &amp; Company</td>
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<td>5/10</td>
<td>Strategic dynamics</td>
<td>M&amp;B Ch. 8, 13, 14</td>
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* Link to reading available on SmartSite
Name: __________________

NEGOTIATION PLAN

Negotiation: ___________________________ Role: ____________________

What are the issues in the negotiation? Quantify their value to you.

What is your BATNA?
Reservation price?
Target?

What are your sources of power? What rhetorical strategies can you use to your advantage?

What issues are most important to your opponent? How does your opponent value them?

What is your best guess as to your opponent's BATNA? Reservation price? Target?

What are your opponent's sources of power and how can you neutralize them?

What is your opening move/initial strategy?