

School of Management

MMBA 571 Negotiations

Trimester 3, 2015

COURSE OUTLINE

Names and Contact Details

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Trimester Dates

Teaching Period: 21/11/15-12/12/15

Withdrawal from Course

1. Your fees will be refunded if you withdraw from this course on or before 20 November 2015.
2. The standard last date for withdrawal from this course is 11 December 2015.

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

Class times: 21st and 28th November and 5th and 12th of December 2015, 9:30am-4:30pm.

Room: GBLT3

Teaching Format

This course will be highly interactive and experiential where our focus will be on learning by doing. We will be emphasising reflection and analysis and the application of theory to 'the real world'.

Expected Workload

150 hours, including reading in preparation for class, time spent in class and completion of the assessment requirements.

Prescription

The course addresses the role of negotiation in business success. The course content spans negotiation strategy, the negotiation process and the contextual and psychological challenges of negotiation.

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 and persuasive negotiation;
- (d) To learn how to adapt these skills to a wide range of situations.

Course Content

Course content will include:

- How to measure success in negotiation
- Managing your own style of negotiation
- Negotiation strategy
- The Harvard Negotiation Framework (7 Elements)
 - Interests: What do people really want?
 - Options: What are the possible agreements or bits of agreement?
 - Alternatives: What will I do if we do not agree?
 - Legitimacy: What criteria will I use to persuade each of us that we are not being ripped off?
 - Communication: Am I ready to listen and talk effectively?
 - Relationship: Am I ready to deal with the relationship?
 - Commitment: What commitments shall I seek or make?
- Moving from preparation to negotiation
- Power and persuasion
- Managing difficult behaviours and tactics
- Negotiating from a position of weakness
- Ethics, fairness and trust
- Culture, gender and negotiation

Readings

Fisher, R. & Ury, W. & Patton, B. (2011). *Getting to Yes: Negotiating Agreement Without Giving In*. New York: Penguin Books

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

Useful books and journals

1. Malhotra, D., Bazerman, M.H. (2007). *Negotiation Genius*. New York: Bantam.
2. Watkins, M. (2002). *Breakthrough Business Negotiation*. San Francisco: Jossey Bass.
3. Stone, D. & Patton, B. & Heen, S. (2010). *Difficult Conversations*. New York: Penguin Books.
4. International Journal of Conflict Management
5. Negotiation Journal

Materials and Equipment

Other than textbooks and journal articles, students do not need to purchase other materials or equipment.

Assessment

1. Journal Assignment 20%
2. Individual Assignment (up to 2500 words) 40%
3. Take-home Test 40%

1. Journal Assignments - Sessions 1 and 2 only

There will be two journals, one each for day one and day two of the course. Each journal will be assessed according to your level of reflection and critique. A superficial description of the day will get very low marks. A critical analysis of the experience in terms of your attitudes, assumptions, feelings and understanding will get a good mark.

The content of each entry should span:

1. A short analysis of your observations from the day.
2. An assessment of your own personal skills.
3. What you would do differently the next time around.
4. Your general lessons from the day.

The journal entries are to be submitted through Blackboard by 5pm on the Monday following each course day. That is, the 23rd of November and the 30th of November. A hardcopy of your journal should also be dropped to the School of Management reception desk, level 10, Rutherford House. I will return your graded assignment the following week and also provide feedback on how and where you can improve your work.

My estimation is that each journal entry should take approximately two hours to complete.

Length: 500-1000 words

2. Individual assignment

In between the first and third sessions of the paper you will prepare and analyse a real negotiation situation. 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 Harvard 7-element negotiation framework and develop a clear negotiation strategy. You can simply focus on a conversation where you are trying to influence someone to do something. If you do not have a work example, then please use a personal situation (not someone from the class) for your assignment.

The situation must allow the following:

- Time to prepare using the 7 elements,
- Consideration of your negotiation strategy, and
- 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, and
 - Your strategies.

2. A completed 7-element preparation sheet (typed).
3. The analysis of the actual negotiation summarising:
 - How you used the principles from the Harvard framework,
 - What worked and what you would do differently,
 - Any specific communication and relationship building techniques you used
 - Your assessment of the result achieved, and
 - The key lessons you personally learned about negotiation.

Please note: it need not be a successful negotiation, but I am looking for an **analysis and not just description** of what happened. In analysing this situation, be sure to draw on theories, models and ideas that we have discussed in class. Remember you will be graded on analytical attributes and not just the merely descriptive.

Please note:

- (a) The assignment is to be submitted via Blackboard by 5pm Tuesday December 8th 2015, and a hardcopy dropped at School of Management reception desk, level 10, Rutherford House.
- (b) The maximum length is 2,500 words.

3. Take Home Test

The final test, which is a take-home case study, will be given to you at the end of class on the 12th of December 2015. The date for final submission will be 5pm on December 21st 2015, to be submitted via Blackboard. No hardcopy is needed for this assessment.

Penalties

In fairness to other students, individual assignments 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 (e.g., serious illness, family bereavement), students should discuss waiver of the penalty with the course coordinator **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 of 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

In addition to achieving an overall pass mark of at least 50%, students must submit all the written assignments.

If you believe that exceptional circumstances may prevent you from meeting the mandatory course requirements, contact the Course Coordinator for advice as soon as possible.

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

Previous student feedback on this course indicated that students found the content to be excellent and immediately beneficial in their workplaces. This feedback indicated that students felt the return of marked assessments was slow. With a new course co-ordinator this year, alternations have been made to the assessment and marking process to allow for the speedy turn-around of marked work.

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 also 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 processes will be treated as confidential, and the outcome will not affect your grade for the course.
