

Negotiating Effectively

LBS 4500

Spring/Summer 2006

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Description. Everyone negotiates. Colleagues, spouses, unions, corporations, even nations negotiate. Negotiation skills are essential to anyone who works with and through people to achieve objectives. The purpose of this course is to provide students with the analytic and interpersonal skills to negotiate effectively.

Analysis is important because negotiators cannot develop effective strategies without understanding the context of the situation, the structure of the negotiations, the interests of the other parties, or their alternatives to a negotiated agreement. Interpersonal skills are important because negotiation is essentially a process of communication, relationship and trust building, and mutual persuasion.

The course builds from simple negotiations to those of greater complexity, from two-party, single issue, one-time cases to multi-party, multi-issue negotiations that evolve over time. Through structured negotiation exercises, case studies, and readings, students will integrate the analytic and interpersonal skills necessary to being an effective negotiator.

Requirements

- 15% - Participation in course discussions, exercises and simulations
- 15% - Personal journal of reflection on course readings and exercises leading to the development of your own analysis of the negotiations process
- 10% - Four quizzes
- 15% - Three planning documents
- 10% - Two debriefing papers
- 20% - Take home final exam
- 15% - One book review

Expectations: The success of this course depends upon the full participation of the students. Therefore, students are expected to.

- Be prepared for each session
- Arrive on time for each session
- Attend the entire session
- Participate fully in each simulation and exercise
- Complete all assignments on a timely basis

About the Journal. The journal is intended to help students integrate the learning from the readings and exercises to develop their own analytical framework for understanding and conducting negotiations. It is ok to disagree with the authors or the instructor if you explain your reasons. As you reflect on ideas or concepts, consider the questions below:

- Do you agree or disagree and why?
- Can you give an application of the idea drawing from your own experience?
- How will this idea or concept add to your ability to analyze the negotiation process?
- How will this idea or concept affect your behavior in negotiations?

Planning Documents. Planning documents for three bargaining simulations (Oceana, MAPO, Viking) should be brought to class prior to each simulation. Your planning document should be 2 pages in length, type written and consider:

- Who are the parties,
- What are the issues,
- What are the interests and priorities,
- What is your BATNA
- What is the other party's BATNA

Debriefing Papers. Debriefing papers should be 4 pages in length, type written and include:

- An overview of the negotiation
- the issues
- the preparation and planning process your team used;
- the actual progression of events and how the negotiation evolved (what you and your opponent did);
- the outcome of the negotiations;
- your recommended post-settlement settlement;
- the performance of your team and your opponent;
- a summary of what you learned

Book Review. Your book review should run 7 to 10 pages in length and answer three questions:

- What is the book's thesis? What is the author attempting to convince the reader of?

- What support does the author provide for his or her thesis? What is the structure of the author's argument? What evidence does the author provide?
- What is your evaluation of the book? What is your assessment of the book's thesis? The evidence?

Required Readings:

Max Bazerman and Margaret Neale, **Negotiating Rationally**. New York: The Free Press, 1992

Roger Fisher and William Ury, **Getting to Yes**. New York: Penguin Books, 1991

Course Pack available from instructor

Review of a book selection from **Resources**

Readings:

Readings for May 20-21

Bazerman and Neale, **Negotiating Rationally**, pp.1-64
 Fisher and Ury, **Getting to Yes**, pp. 1-55
 Lax and Sebenius, "Interests: The Measure of Negotiation"

Reading for June 10-11

Bazerman and Neale, **Negotiating Rationally**, pp.67-101
 Fisher and Ury, **Getting to Yes**, pp. 56-128
 Ury, et al., "Three Approaches to Resolving Disputes"
 Sebenius, "Six Habits of Merely Effective Negotiators"

Readings July 8-9

Bazerman and Neale, **Negotiating Rationally**, pp.105-175
 Fisher and Ury, **Getting to Yes**, pp.129-198
 Kheel, "The Structure of Negotiation"
 McKersie, "The Eastern Airlines Saga"
 Raiffa, "Post-Settlement Settlements:"

Readings for July 29

Ertel, "Turning Negotiation into a Corporate Capability"

Ury, et al., "Designing an Effective Dispute Resolution System"

Keiser, "Negotiating with a Customer You Can't Afford to Lose"

Lytle, Brett, and Shapiro, "The Strategic Use of Interests, Rights, and Power to Resolve Disputes"

Bazerman and Gillespie, "Betting on the Future: The Virtues of Contingent Contracts"

Course Schedule

Saturday, May 13

- 9:00 Welcome and Introduction
- Review Course Objectives
Participant Introductions
Expectations
Ground Rules
- Review Syllabus and Course Schedule
- Course Requirements
- Course Readings
- Logistics
- Defining Effective Negotiation
- Assignment: Readings, Journal, and Book Selection
- 12:00 Adjourn

Saturday, May 20

- 9:00 Review
- Quiz on Readings
- Bargaining Experiment: Genetic Tomatoes
- Break
- Challenges to Effective Negotiation
- 12:00 Lunch
- 1:00 Principles of Effective Negotiation
- Case Study: The Sluggers Come Home
- Break
- Group Problem Solving and Decision Making
- 4:00 Adjourn

Sunday, May 21

- 9:00 Review
- Bargaining as Collaborative Problem Solving
- Conflict Cases
- Break
- Bargaining Simulation: Unbenching Bobby Bench
- 12:00 Lunch
- 1:00 Bargaining Simulation (cont.)
- Break
- Debrief Simulation
- Assignment
- 4:00 Adjourn

Saturday, June 10

- 9:00 Review
- Quiz on Readings
- The Power of Persuasion, Robert Cialdini
- Break
- Bargaining Simulation: Oceana
- 12:00 Lunch
- 1:00 Bargaining Simulation (cont.)
- Break
- Debrief Simulation
- Post-Settlement Settlement
- 4:00 Adjourn

Sunday, June 11

- 9:00 Review
- Communicating to Negotiate
- Break
- Labor-Management Negotiations
- Eastern Airlines Case Study
- 12:00 Lunch
- 1:00 Eastern Airlines Case Study (cont.)
- Break
- MAPO Preparation
- Assignment
- 4:00 Adjourn

Saturday, July 8

- 9:00 Review
- Quiz on Readings
- MAPO Negotiations
- Break
- MAPO Negotiations
- 12:00 Lunch
- 1:00 MAPO Negotiations
- Debriefing Negotiations
- Break
- Negotiating Disputes: Viking Investments
- 4:00 Adjourn

Sunday, July 9

- 9:00 Viking Investments Negotiation
- Break
- Viking Investment Negotiations
- 12:00 Lunch
- 1:00 Debriefing Negotiations
- Break
- Managing the Negotiation Process
- Assignment
- 4:00 Adjourn

Saturday, July 29

- 9:00 Review
- Quiz on Readings
- The Strategic Use of Interest, Rights, and Power
- Break
- Review Readings
- Book Review Discussion
- Take Home Final Exam Distributed
- Evaluation
- 12:00 Adjourn

Resources

- Robert Bastress and Joseph Harbaugh, **Interviewing, Counseling, and Negotiating: Skills for Effective Representation**. Boston: Little, Brown and Company, 1990
- Max H. Bazerman and Margaret A. Neal, **Negotiating Strategies and Techniques**. Washington, D.C.: BNA Books, 1991
- Max H. Bazerman, et al. **You Can't Enlarge the Pie: Six Barriers to Effective Government**. New York: Basic Books, 2001
- Max H. Bazerman and Margaret Neale, **Negotiating Rationally**. New York: The Free Press, 1992
- Jeanne Brett, **Negotiating Globally**. San Francisco: Jossey-Bass, 2001
- Scott Brown, **How to Negotiate with Kids**. New York: Viking Press, 2003
- Susan Carpenter and W.J.D. Kennedy, **Managing Public Disputes**. San Francisco: Jossey-Bass, 1988
- Robert Cialdini, **Influence: Science and Practise**. New York: Allyn & Bacon, 2001
- Thomas Colosi, **On and Off the Record: Colosi on Negotiation**. Dubuque: Kendable/Hunt Publishing, 1993
- E. Franklin Dukes, et. al., **Reaching for Higher Ground in Conflict Resolution: Tools for Powerful Groups and Communities**, San Francisco: Jossey- Bass, 2000
- John Dunlop and Arnold Zack, **Mediation and Arbitration of Employment Disputes**. San Francisco: Josey-Bass, 1997
- Joel Edelman and Mary Beth Crain, **The Tao of Negotiation**. New York: Harper Business, 1994
- Alan Firth, ed. **The Discourse of Negotiation**. Oxford: Pergamon, 1995
- Roger Fisher and Williams Ury, **Getting to Yes: Negotiating Agreement Without Giving In**. 2nd ed., New York: Penguin Books, 1991
- Roger Fisher and Scott Brown, **Getting Together: Building Relationships As We Negotiate**. New York: Penguin Books, 1998
- Roger Fisher, Elizabeth Kopelman and Andrea Schneider, **Beyond Machiavelli: Tools for Coping with Conflict**. Cambridge: Harvard University Press, 1994
- Raymond Friedman, **Front Stage, Backstage: The Dramatic Structure of Labor Negotiations**. Cambridge: The MIT Press, 1994
- Alvin Goldman, **Setting for More: Mastering Negotiating Strategies and Techniques**. Washington, D.C.: BNA Books, 1991
- P. Terence Hopmann, **The Negotiation Process and the Resolution of International Conflicts**. Columbia: University of South Carolina Press, 1996

- Theodore Kheel, **The Keys to Conflict Resolution**. New York: Four Walls Eight Windows, 1999
- Deborah Kolb et al., **When Talk Works: Profiles of Mediators**. San Francisco: Jossey-Bass, 1994
- Victor Kremenychuk, ed., **Interational Negotiation: Analysis, Approaches, Issues**.
San Francisco: Jossey-Bass, 1991
- David Lax and James Sebenius, **The Manager as Negotiator**. New York: The Free Press, 1986
- Roy J. Lewicki, et al., **Think Before You Speak: A Complete Guide to Strategic Negotiation**.
New York: John Wiley & Sons, 1996
- Leonard Marcus, **Renegotiating Health Care: Resolving Conflict to Build Collaboration**. San
Francisco: Jossey-Bass, 1995
- Brad McRae, **Negotiating and Influencing Skills**. Thousand Oaks: Sage Publications, 1998
- Robert Mnookin, et al., **Beyond Winning: Negotiating to Create Value in Deals and Disputes**.
Cambridge: The Belknap Press, 2000.
- Joan Mulholland, **The Language of Negotiation**. London: Routledge, 1991
- J. Keith Murnighan, **Bargaining Games**. New York: William Morrow, 1992
- Linda Putnam and Michael Roloff, eds. **Communication and Negotiation**. Newbury Park: Sage
Publications, 1992
- Dean Pruitt and Peter Carnevale, **Negotiating in Social Conflict**. Pacific Grove: Brooks/Cole
Publishing, 1993
- Howard Raiffa. **The Art and Science of Negotiation**. Cambridge: Belknap Press, 1982
- Howard Raiffa, **Negotiation Analysis**. Cambridge: The Belknap Press, 2002
- Jeffrey Rubin and Bert Brown, **The Social Psychology of Bargaining and Negotiation**. San Diego:
Academic Press, 1975
- Linda Singer, **Settling Disputes: Conflict Resolution in Business, Families and the Legal System**.
Boulder: Westview Press, 1994
- G. Richard Shell, **Bargaining for Advantage**. New York: Viking Penguin, 1999
- Douglas Stone, et al., **Difficult Conversations**. New York: Viking, 1999
- Erik Van Slyke, **Listening to Conflict**. New York: AMACOM, 1999
- Lawrence Susskind and Jeffrey Cruikshank, **Breaking the Impasse: Consensual Approaches to
Resolving Public Disputes**. New York, Basic Books. 1987
- Lawrence Susskind, et al., **The Consensus Building Handbook**. Thousand Oaks: Sage
Publications, 1999

- Lawrence Susskind and Patrick Field, **Dealing With an Angry Public: A Mutual Gains Approach**. New York, The Free Press, 1994
- Leigh Thompson, **The Mind and Heart of the Negotiator**. Upper Saddle River: Prentice-Hall, 2001
- William Ury, **The Third Side: Why We Fight and How We Can Stop**. New York: Penguin, 1999
- William Ury, **Getting Past No: Negotiating with Difficult People**. New York: Bantam Books, 1991
- William Ury, I. M. Brett, and S. B. Goldberg, **Getting Disputes Resolved**. San Francisco: Jossey-Bass, 1988
- Richard Walton and Robert McKersie, **A Behavioral Theory of Labor Negotiations**. New York: McGraw Hill, 1965
- Richard Walton, et al., **Strategic Negotiations: A Theory of Change in Labor – Management Relations**. Boston: Harvard Business School Press, 1994
- Michael Watkins and Susan Rosegrant, **Breakthrough International Negotiations**. San Francisco: Jossey-Bass, 2001