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**Foisie Business School**

**OBC 533: NEGOTIATIONS**

**E Term 2017**

**General Memorandum and Syllabus**

# **William A. Krein**

**Tel: (802) 291-2821 Email:** [**wakrein@wpi.edu**](mailto:wakrein@wpi.edu)

## **Course Purpose and Design**

# Organizational leaders, sooner or later, must negotiate. Whether dealing with parties external or internal to the organization, the negotiator must persuade others to take specific action, while simultaneously managing the relationship with them for the sake of future transactions.

The course will emphasize developing both **intellectual knowledge** of approaches to negotiation, conflict resolution, and organizational influence and **practical skills** in applying that knowledge to situations drawn from organizational life and from the experience of course participants. The course has been designed to encourage students to achieve the following objectives:

1. To understand the structure and dynamics of negotiation, conflict resolution, and power of negotiating position
2. To assess each individual’s own style, strengths and weaknesses for dealing with conflict situations and for exercising influence
3. To build the capacity for thinking strategically about power, conflict, and negotiations in organizations
4. To practice and develop skills for managing negotiating situations
5. To increase individual negotiating skills by learning from personal experience and the experience of others.

You will be encouraged to pursue additional objectives of interest to you, but you are likely to be disappointed in the course if the objectives set forth are very different from your own.

The course will combine reading and lectures with cases, simulations, and analysis of your own experience. You will benefit most from the course if you are willing to both grapple intellectually with complex ideas and problems and to learn from feedback from others and from your own experience. The ideal is to integrate intellectual and experiential learning.

###### **II. Grading**

Grading will be on the following basis:

Component Weight Due

Course participation- 30% As scheduled

(WPI sessions,

practice negotiations,

discussion forums, etc.)

Journal

First Installment 5% June 1

Second Installment 25% Aug 10

Self-assessment and Negotiating

Tool Box 10% Aug 3

Reputation Index 5% Aug 3

Graded Negotiation Analysis 25% Aug. 17

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Total 100%

## **III. Requirements**

Classroom experience, on-line instruction and negotiating assignments are essential to improving each student’s skills in negotiation. The experiential learning that takes place in the classroom, from lectures, via practice negotiations, and with discussion board forum participation together with the reading assignments are the heart of the course.

1. **WPI class session attendance and on-line participation (30%).**

Negotiating exercises depend on every student playing a certain role and you will be expected to report on assigned negotiating exercises and to engage in discussion board forums related to assigned reading material. Failure to complete practice negotiating assignments will cause significant inconvenience and the loss of opportunity to others. For these reasons, your participation in all course activities is required.

Student-to-student coaching. You and your colleagues will learn much from each other during this class as well as from the instructor. To help facilitate this learning, after most practice negotiations you will be asked to offer feedback to your co-negotiators and yourself. I urge you to be open, honest, and candid both with others and with yourself. I will be available to pursue questions that arise as a result of this feedback.

###### **Journal (30%)**

To become a more skillful negotiator, you will want to become increasingly aware of what you and others are doing when you are negotiating. By reviewing each negotiation after it is over, you will become more sensitive to what is happening in future negotiations while it is still happening. For this reason, you will be asked to keep a journal of your thinking about negotiation during the course. I think you will find, as I have, that journal writing is an extremely important way to develop and enrich your learning-doing experience. Journal writing helps to facilitate the integration of subjective experience with ideas and content in a marvelously effective way.

Since journals are intended to promote your learning, you should be the judge of what is most important for consideration and discussion. Thus there is no set length for an entry, although not more than one page is customary. There is no one way to keep a journal, and you need not spend excessive time writing it. Your journal entries can be stimulated by exercises or other interactions that occur as part of the course, or by negotiations you have outside the course. Whether reviewing in- or outside-class negotiations, I strongly encourage you to write as soon after the experience as possible. Initial impressions are an important source of data.

The entries should be reflective and analytical, illustrated when appropriate with relevant dialogue. They should not be just a report of what happened. Entries should focus on your “after action review”, that is your analysis of difficulties you encounter, tactical or other questions you are unsure about, what you think you did well or poorly and what you would like to do differently in the future, ideas that you are trying to work through, lessons of which you may want to remind yourself, and so on. Some weeks I may ask you to focus your entry on a particular theme. You might want to consider questions like but not limited to:

*What did I learn from this event or observation? What was more effective or less effective, and why? Do class concepts and reading offer clues about future alternatives?*

*Can these gleanings be applied to my work experience? My personal activities? Other settings? Can I use them to be more effective in the future?*

*What negotiating guide lines or tools result from this experience?*

Your journal will remain a confidential document between you and the instructor. It will be easier for me to understand the journal if you can be specific about identifying other people and describing your reactions. Very private portions of your journal need not be submitted. You are also encouraged, but not required, to review portions of your Journal regularly with at least one other student. Students in prior classes have found this a valuable exercise.

A “JOURNAL” capability will be created within CANVAS. Journal entries will ordinarily not be more than one typed page and you may create as many entries as you wish; however, your enthusiasm for the study of negotiations should generate a minimum of two comprehensive entries each week. I will review your Journal on June 1st and again toward the completion of the course on August 10th. The journal will be worth 30% of your grade, 5% for the first submittal and 25% for the second submittal. I will grade journals for effort and success in developing insight into (a) the structure and dynamics of negotiation and (b) the degree to which course concepts and prior negotiation “learnings” are applied by the journal writer. Previous experience suggests that good journals manage to integrate theory, observation and personal experience to gain new and creative perspectives on issues important to their author’s development as a negotiator. The important question is “How can I learn the most from this course?” (Note that this question is quite different from “How can I be most comfortable in this course? or “How can I get a good grade?”).

**C. Self Assessment and Negotiating Tool Box (10%)**

You are expected provide a summary self-assessment of yourself as a negotiator. This summary should be a 3-5-page post course assessment of your strengths and weaknesses as a negotiator, what negotiating talents you have acquired in this course and your plans for self-development as a negotiator in the future. You will also submit an inventory of your Negotiating Tool Box; those tools that you have acquired during the course and how you expect to utilize them in the future. This will be due on August 3rd and represents 10% of your grade.

**D. Reputation Index (5**%).

Your Reputation index grade will be determined by your negotiating reputation with your classmates on the basis of their experience with you during the course. The Index is a proxy for the long-term effects of reputations created by negotiation activities. The Index recognizes that individuals who have reputations as trustworthy and effective negotiators have an advantage in future negotiations and those individuals who are seen as untrustworthy or ineffective will be at a disadvantage. This will be due on August 3rd and represents 5% of your grade.

**E. Graded Negotiation Analysis (25%)**.

The Graded Negotiation Analysis will be performed and submitted during the final class week on August 17th. The Graded Negotiation Analysis will be your principal opportunity to demonstrate your knowledge of course concepts and your ability to apply the concepts to a real-world situation.

#### **Course Materials**

Required Books:

Roger Fisher, William Ury, and Bruce Patton Getting to YES: Negotiating Agreement Without Giving In (Penguin paperback, Third edition 2011). ISBN 978-0-14-311875-6

Case Studies

We will use a series of case studies for our practice negotiations. *You will purchase the case material from the WPI Bookstore and I will distribute the case materials in class*.

Required Readings:

There will be required readings assigned as the class progresses. Readings will be either handed out during WPI sessions or posted to the course Blackboard site.

#### **V. Other Aspects of the Learning Process**

There are other aspects of the course that are appropriate to emphasize:

1. **Feedback to the instructor**

My experience, and that of others, suggests that the success of the class depends, in large part, on the degree to which mutual learning is going on. I am committed to learning as much as I can from you. I also encourage you to note any ideas or suggestions in your journals, or to share these with me

1. **A Note on Confidentiality**

A feeling of openness and trust among members of the class will increase our ability to share with and learn from each other. To foster the free exchange of experience, suggestions, and ideas, I ask that each of you treat the information shared by others in the class as confidential. In addition, I ask that you please refrain from discussing exercises and cases with persons outside the class. To invent and refine a case is an arduous task, sometimes taking several years. If either the structure of a case (its basic challenge) or the substantive facts of one or both sides should become widely known, the case would be of diminished usefulness to future students.

Thank you.

W. A. Krein

## **W P I**

**OBC 533 E-17 - NEGOTIATIONS- W.A. Krein**

**Class Schedule**

**Class Date Venue Assignment**

1 Thur. May 18 **ADOBE CONNECT** **Introduction and Course Overview**

# **6:00 p.m. EDT** Read: Syllabus-course protocol

# Read: Fisher et al Ch 1-5

Read: assigned material

(Mutual gain/Principled negotiations,

The Problem and The Method, Conflict resolution)

Complete: assigned exercises

Review syllabus, reading, assigned exercises.

2 Thur. May 25 **Setting Goals – Organization Part I**

# Recorded lecture: BATNA/Eight Step Preparation Memo

# Read: Complete Fisher et al

Negotiating Exercise: Color Tek

Discussion forum participation

3 Thur. June 1 Prepare Journal submission no.1

4 Thur. June 8 **ADOBE CONNECT**  **Setting Goals – Organization Part II** **6:00 p.m. EDT** Read: assigned material

Negotiating exercise: Sally Soprano

Discussion Board Participation

Due: Journal submission no.1

5 Thur. June 15  **Personality Negotiating**

Recorded lecture: MBTI and personality negotiating

Read: Personality Type material

Negotiating Exercise: Bradford Development

Discussion forum participation

6 Thur. June 23 **RESIDENCE-WP**I **The Negotiation Process-Part I**

Classroom: Negotiating Exercise: Power Screen

Review Class 1-5

7 Thur. June 29 **Getting to the Table Prepared**

Film: HackerStar negotiation

Negotiating Exercise: Discount Marketplace

Discussion forum participation

8 Thur July 6 BREAK

9 Thur. July 13 **Negotiating Process – Part II**

Read: assigned material

Negotiating exercise: Eazy’s Garage

Discussion forum participation

OBC-533 Class schedule (cont’d)

10 Thur. July 20 **ADOBE CONNECT** **Negotiating Process – Part III**

# **6:00 p.m. EDT** Recorded lecture: The role of stereotypes and culture in negotiations

11 Thur. July 27 **Complex Negotiations – Part II**

Reread Fisher Ch.-5

Negotiating Exercise- 67 Fish Pond Lane

Discussion Board Participation

12. Thur. Aug 3 **Dealing with Difficulties**

Reread Fisher Ch. 6.7. Due: Reputation Index

Due: Self-Assessment and Tool Box inventory

13 Thur. Aug 10 **ADOBE CONNECT** **Complex Negotiations**

**6:00 p.m. EDT** Review BATNA, 8 Step Memo, Known analysis

Due: Journal submission no. 2

14 Thur. Aug 16 **Graded Negotiation Analysis Due**

Complete and submit Graded Analysis assignment

16 Fri. Aug 17 **RESIDENCY WPI** **Summation and Conclusion**

Harborco Negotiation

Review Graded Analysis and Principled Negotiations

W. A. Krein

~~5/3/1~~7

5/7/17