

Negotiations and Conflict Resolution MBA 252

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BerkeleyHaas

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COURSE OVERVIEW

Negotiation is the art and science of securing agreements between two or more parties who are interdependent, and who are seeking to maximize their outcomes. The central issues of this course deal with understanding the behavior of individuals, groups, and organizations in the context of cooperative and competitive situations.

The purpose of this course is to understand the theory and processes of negotiation so that you can negotiate successfully in a variety of settings. The course is designed to be relevant to the broad spectrum of negotiation problems that are faced by managers and professionals. A basic premise of this course is that while a manager needs analytical skills to discover optimal solutions to problems, a broad array of negotiation skills is also needed to get these solutions accepted and implemented. The course will allow participants the opportunity to develop these skills experientially and to understand negotiation in useful analytical frameworks. If you take advantage of everything that this course has to offer, you will be comfortable and adept in many of your future negotiations.

COURSE OBJECTIVES

- Improve your ability to negotiate effectively
- Improve your ability to analyze negotiation situations and others' behavior, evaluate alternatives, and apply the most appropriate tactics
- Develop a strategic plan for effective negotiations
- Develop a tool box of tactics
- Gain confidence as a negotiator
- Gain a greater understanding of yourself, your strengths, and your weaknesses

COURSE FORMAT

A series of negotiation exercises is central to this course. The class will also include lectures, videos and class discussions. While the class officially meets at scheduled course times, students will be expected to meet with other students outside of class to prepare for and execute certain negotiation exercises and assignments.

COURSE REQUIREMENTS

1. PARTICIPATION, PREPARATION AND FEEDBACK (55 points)

PARTICIPATION (20 points): You are expected to participate in all class discussions and negotiation exercises as they are the central component of the course. Learning in this class relies as much on your participation as it does on textbook knowledge and on the professor's knowledge.

Much of what you will learn results from your own attempts to negotiate in class and from other students' analysis of your and others' negotiation approaches. This class will be most effective with vigorous participation from each class member. Participation means the following:

- You are expected to participate in every class negotiation and discussion. Your absence from class disrupts the learning experience for yourself and for your classmates. Your partner(s) cannot participate fully in the lesson if you are absent or come to class unprepared.

Absence Policy: You are permitted to miss **one** class day without penalty if you notify the professor of your absence or the potential to be absent **via email 24 hours** in advance of class (an "excused" absence). Please try to arrange for a substitute when substitutes are available or arrange with your partner to negotiate outside of class. Be sure to notify the professor of any substitutions. If you miss more than one class or do not inform the professor 24 hours or more in advance of class, this constitutes an "unexcused" absence and will result in a loss of 10 points to your participation grade. Each subsequent absence will reduce your grade by an additional 10 points.

Class-Switching Policy: In general, you are expected to attend the class for which you are registered. Any switch will constitute an "absence" from your registered class. If you have an extenuating circumstance and need to switch class, please email the professor and GSI at least 48 hours in advance and we will try to accommodate your request. No student is permitted to switch more than 2 classes.

- Preparing thoroughly for each negotiation exercise is important for everyone's learning. Not being prepared is the same as an unexcused absence. See preparation below for more details. Arriving after the exercise has started (more than 10 minutes after the start of class) is also considered an unexcused absence because your partner will not have enough time to complete the exercise or will have been re-assigned to observe another team. It is important to arrive on time for the exercise in order for all parties to fully participate. You should try your hardest to do well for yourself in every negotiation.

Negotiation Roles

There will be a negotiation exercise conducted every week. The roles and partner assignments will be distributed via iDecision Games. You are responsible for downloading and reading your role. It is considered unprepared if you do not have a copy of your role in class the day of the negotiation.

Electronic Device Policy:

A mutually supportive learning environment depends on active attention and engagement. For this reason, no laptops, phones, or any electronic devices can be used during classroom lectures. However, all students should bring their laptop for the negotiation exercise, which will require using iDecision Games.

PREPARATION (20 points): Pre-negotiation planning and preparation is a critical aspect to any negotiation. Preparation means the following:

- You are expected to be prepared for every class negotiation. You should read the assigned readings and role information provided PRIOR to the exercise. You are also expected to submit a planning document for each negotiation. No late planning documents will be accepted.

FEEDBACK (15 points): Feedback is important for continued growth as a negotiator.

- You are expected to contribute to class discussions. You will be evaluated based on the quality of your contributions and insights. Expect to be called upon in class. Quality comments possess one or more of the following properties:

- Identify what strategies were effective or ineffective and why this was the case
 - Offer a different/unique but relevant perspective based upon analysis and theory
 - Contribute to moving the discussion and analysis forward
 - Build on others' comments
 - Link relevant concepts to current events
- You are expected to give verbal and online feedback to your negotiation partner(s) immediately after completing the negotiation exercise. You should give at least one piece of positive feedback and one piece of improvement/constructive feedback. You and your partner will complete a very short feedback survey at the end of each class on Qualtrics. A compilation of the partner feedback will be distributed midway through and at the end of the course. If you fail to provide feedback in any week, you will lose 1 point from your feedback score.
 - You will also be required to report your negotiation outcomes after every negotiation on iDecision Games. The feedback will help you to identify what strategies/tactics were effective, ineffective and why, what behaviors were helpful or acted as an impediment to the process, etc. Post negotiation questions will be discussed in the class debriefing. Please note that providing post negotiation evaluation is mandatory.
 - In Week 4 you will complete a video analysis of a partner's negotiation from Week 2. You are responsible for directly emailing your partner your feedback, and uploading a copy of your analysis on BCourses. We will check your analysis for thoughtful completion, but you are free to focus on any aspect(s) of your partner's negotiating style and strategy that you would like.

2. ANALYSIS PAPERS (45 points)

You will have three individual papers to complete during this class. The first paper involves a choice between a negotiation coaching exercise and real-world negotiation analysis. The second paper is your feedback analysis paper in which you will analyze your negotiation experiences in class. The final paper is your personal negotiation analysis in which you will analyze a real negotiation happening in your life (using what you have learned in class).

Paper 1 (15 points):

This paper should be no more than three (3) pages, and you can choose between the two options below:

Option A: Real-World Negotiation Analysis

This analysis should review a high-profile, real-world negotiation or conflict (in which you are not involved, but instead are an outside observer). The topic could be some kind of explicit transaction or deal, but could also be a qualitative dispute or conflict. One approach would be to consider a negotiation or conflict happening right now. The paper could cover planning for the conflict in advance (including assumptions or expectations), a description of the conflict itself as it is unfolding, and an analysis of the conflict (e.g., Are any assumptions wrong? What do you predict will be some of the consequences?). Another approach would be a thoughtful analysis of a past conflict or deal, including discussion of the background and context, the dynamics of the conflict or deal itself, and the consequences of the exchange. An effective analysis would also likely feature some observations about what went well/poorly and how things might have gone differently.

Creative approaches are encouraged. The overarching objective is to think carefully about a real world conflict or negotiation and apply some of the concepts and tools featured in the course. While the details of any given case are important to note and consider, another goal is to coax some larger and more enduring lessons (e.g., good practices) that may be applied elsewhere.

Option B: Negotiation Coaching Exercise

Select one or more people in your life who are either in the midst of a negotiation or who recently completed a negotiation. Your goal is to analyze their negotiation experience, including how they prepared, their negotiation process, and their outcomes (if available). Consider whether you learned anything from their strategy and approach, or from the strategy and approach of the counterpart. Consider what you would have done in their situation. Constructively critique the negotiation based on what you have learned in the class thus far. If appropriate, you may choose to share this assignment with the person(s) who you have selected. You may also select a non-traditional negotiation or conflict to analyze, such as a difficult conversation that someone is planning to have with their employer in the near future.

Feedback Analysis Paper (15 points):

This paper should be no more than three (3) pages, and will analyze the feedback that you are given midway through the class. The purpose of this paper is to encourage you to reflect on your behavior, strategies and tactics during your negotiations. You should actively engage with the feedback you receive in your mid-semester report. For example, do you agree with your classmates' comments? Were you surprised by their feedback? The paper should help you to gain insight about what behaviors are effective/ineffective for you in a negotiation, and allow you to give yourself prescriptive advice of what you should continue to do and what you should improve upon for your future negotiations.

The analysis allows me to monitor your understanding of concepts introduced, your understanding of the readings, as well as your skill acquisition. More importantly, however, it provides a means for you to analyze your own abilities and to work on improving your skills.

Personal Negotiation Paper (15 points):

This paper should be no more than four (4) pages, and will analyze a real life negotiation. You can choose one of the following topics:

1. Prepare a strategy for your upcoming real life salary/compensation, workplace negotiation, or any other meaningful life negotiation.
2. Re-negotiate your rental agreement, work responsibilities or any other meaningful issues.
3. Analyze a past negotiation where you made strategic mistakes or were successful.

Your paper will be graded on the depth of analysis, self-insights and application of concepts learned in class. Be sure to select a negotiation experience complex enough to allow for depth of analysis and personal insights. The paper should include minimal play-by-play of the actual negotiation (i.e., only a few sentences describing what was negotiated).

Questions for Analysis in your Personal Negotiation Paper

**This is not a template but questions to help stimulate depth of analysis*

1. Self-analysis: What tactics and strategies in your negotiations (be specific) were effective/ineffective? WHY? (ANSWERING "WHY" IS THE MOST IMPORTANT PART OF YOUR ANALYSIS). Did your approach help you, and if so, how so? Did it hurt you, and if so, how so? How did your process compare with the predictions of various writings on negotiation?
2. Address personal insights about how your personality or past experiences may affect your choice of strategies or implementation of tactics. Give yourself prescriptive advice. What did you learn from your experience and what will you do differently next time?

Your grade for the analysis paper is not a function of your performance in the negotiation. Rather, it is a function of how well you reflected upon your performance and showed self-insight.

CRITERIA FOR GRADING ANALYSIS PAPERS:

Your grade will be composed of four primary components:

1. **Critical Thinking and Perceptiveness.** This means not only determining how a behavior was effective or ineffective and why, but also realizing the inherent tradeoffs of all actions taken. Every choice has assumptions and future implications. What are they? We are looking for evidence of insight, analysis, and reflective thinking about the negotiation, yourself, and others.
2. **Depth.** Compare, contrast and integrate different theories/concepts together in your analysis to explain behavior. Often when analyzing complex interactions, several behaviors can be identified and evaluated for their impact on the negotiation. Do not just drop buzzwords. If you try to address too many points in your analysis paper, it will be difficult to achieve sufficient depth, so you may pick one or two key analysis on which to focus your paper.
3. **Organization.** Your papers should be well-written. Writing is an important skill that is useful throughout one's lifetime. A well-written paper makes clear points, flows logically and smoothly, and contains no typos or grammatical errors. Verbosity, redundancy and abrupt transitions will only obscure your points. Please refrain from using bullet points in these papers.
4. **Learning.** Explicitly address the strategies, skills, theories, and research that you have learned in the course when possible. We are looking for evidence that you are incorporating the class materials (which could be from the lectures or readings) into your analyses. We will be particularly impressed if you cite specific research from the course in your papers.

PAPER FORMAT:

For fairness to ALL, please format your paper as follows. Your grade may be affected if you do not conform to these formatting guidelines.

- Double-space with 12 point Times New Roman font and 1 inch margins.
- On each page, include i) page numbers and ii) only your student ID number. Do NOT include your name on any page. The GSI will identify you by your student ID number.
- All papers must be submitted online through BCourses. Please submit papers as Word Documents.

Please make an appointment with the GSI if you have any questions or concerns about the comments and grade.

LATE PAPER POLICY:

Any late assignment will have a point deduction of 2 points for each day that it is late. Assignments are due at the beginning of class. Any exceptions must be discussed PRIOR to the due date. Planning documents will not be accepted late.

SIMULATION EXERCISE RULES:

The following rules are necessary to ensure a positive learning experience for all students:

1. You are expected to be prepared and on time for all negotiation exercises.
2. You may not show your confidential role instructions to the other side until the negotiation is finished, although you are free to tell the other side whatever you would like about your confidential information.
3. Do take on the interests stated in your role sheet. You can be creative in finding solutions as long as they are aligned with your interests and are plausible.
4. You always have the authority to make a deal so don't delay making an agreement by saying you will have to check with your boss.
5. You are always free to not make a deal if you think it would be a bad agreement.
6. You may use any strategy to reach an agreement, **except sexual harassment and physical violence**. Experimentation of tactics is encouraged.

CHEATING POLICY:

The following behaviors constitute cheating in this class:

1. Reading anyone else's confidential role information for an exercise before or during the negotiation of that exercise—it is fine to read the other role after the exercise has been debriefed.
2. Consulting current and former students about an exercise or any other class assignments or looking up information on the Internet.
3. Plagiarism. Cheating on an assignment will minimally result in 0 points on that assignment and an incident report filed with the Office of Student Conduct.

READINGS:

Required:

- Thompson, Leigh (2007). *The Mind and Heart of the Negotiator*. 5th edition. Prentice Hall.
- Ury, W. (1991). *Getting Past No*. New York: Penguin.
- Course Reader available at Study.Net (see Appendix A).

Recommended:

- Shell, G. Richard and Moussa, Mario (2009). *The Art of Woo*. Penguin.
- Malhotra, D. and Bazerman, M. (2008). *Negotiation Genius*. Bantam.

You should read the assignments prior to the exercise scheduled for the same date

READING AND ASSIGNMENT SCHEDULE

	<i>Topic</i>	<i>Readings due today (on Study.net unless otherwise noted)</i>	<i>Due today</i>
WEEK 1 August 22	FUNDAMENTAL NEGOTIATION SKILLS Exercise today: Yerba Mate	- Ch.1 Negotiation: The Mind and The Heart - Ch.3 Distributive Negotiation: Slicing The Pie	Complete Yerba Mate pre-survey (iDecision).
WEEK 2 August 29	INTEGRATIVE NEGOTIATIONS – Part 1 Exercise today: New Bike	- Ch. 2 Preparation - Ch. 4 Win-Win Negotiations : Expanding the Pie	Complete New Bike pre-survey (iDecision) & preparation worksheet (BCourses). *Bring videotaping devices
WEEK 3 September 5	SALARY NEGOTIATIONS Exercises today: Salary Negotiation and Tech Now	- Pgs. 370-378 Negotiating a Job Offer (Thompson) - 15 Rules for Negotiating Your Job Offer - Negotiating a Salary or Raise in a Tough Economic Crisis - Seven Strategies - How to Negotiate with VCs	Complete Salary & Tech Now pre-surveys (iDecision) & preparation worksheets (BCourses). *Paper 1 DUE (submit on BCourses) *Negotiation Assessment Due
WEEK 4 September 12	INTEGRATIVE NEGOTIATIONS – Part 2 Exercise today: The Grand Strand	- Dealing with the "Irrational" Negotiator - Negotiating from a Position of Weakness - Getting Past No: p. 31-104 (Steps 1-3 of Breakthrough Strategy)	Complete Grand Strand pre-survey (iDecision) & preparation worksheet (BCourses). *Video Analysis DUE (email directly to partner and submit on BCourses)
WEEK 5 September 19	POWER IN NEGOTIATIONS Exercise today: Myti-Pet Food	- Pgs. 240-250 Team Negotiation (Thompson) - Pgs. 102-124 Interests, Rights, Power/Emotions (Thompson) - Getting Past No: p. 105-158 (Steps 4 & 5 of Breakthrough Strategy)	Complete Myti-Pet pre-survey (iDecision) & preparation worksheet (BCourses). *Get Feedback Report (in class)
WEEK 6 September 26	SHADOW NEGOTIATIONS, SOCIAL INFLUENCE, & COALITION FORMATION Exercise today: Fastskin	- Ch. 7 Power and Persuasion, and Ethics - Ch. 12 Negotiating via Information Technology - Six Channels of Persuasion and Assessment - Influence Without Authority	*Shadow Negotiate from 9/20-9/25 Complete Fastskin preparation worksheet (BCourses).
WEEK 7 October 3	TRUST IN NEGOTATIONS Exercise today: Bullard Houses	- Ch.6 Establishing Trust and Building a Relationship - Pgs. 351-360 Nonverbal Communication and Lie Detection (Thompson) - When is it Legal to Lie - Confronting Lies and Deception	Complete Bullard Houses pre-survey (iDecision) & preparation worksheet (BCourses). *Feedback Analysis paper DUE (submit on BCourses)
WEEK 8 October 10	USING OR BEING AN AGENT Exercise today: Goliath	- Pgs. 231-239 Principal-Agents Negotiation (Thompson) - How to Be Sure Your Agent Gets You the Best Deal	Complete Goliath preparation worksheet (BCourses).
WEEK 9 October 17	CROSS-CULTURAL NEGOTIATIONS Exercise today: Mouse	- Ch. 10 Cross Cultural Negotiation - John Wayne Goes to Brussels	Complete Mouse preparation worksheet (BCourses). *Personal Negotiation paper DUE (submit on BCourses)
WEEK 10 Oct. 24	NEGOTIATING IN CROSS-FUNCTIONAL TEAMS Exercise today: Best Stuff on Earth	- Cross-Functional Team Negotiations	Complete Best Stuff on Earth preparation worksheet (BCourses).

APPENDIX A: Study.net Instructions

Your class will be using a Study.net reader, which you can access directly through the bCourses page for that class. To ensure smooth and easy access, please note:

1. **Use your official [@berkeley.edu](mailto:berkeley.edu) e-mail address** as your default e-mail in bCourses to avoid enrollment issues. Also, when logging into study.net directly use your [@berkeley.edu](mailto:berkeley.edu) e-mail.
2. The default password for your Study.net account is your last name (lowercase).
3. If you have any technical or access issues with your reader, please contact Study.net customer service at customerservice@study.net.

APPENDIX B: iDecisionGames.com Instructions

Registering for iDecisionGames.com and enrolling in your class requires six simple steps:

Step 1: Use a Google Chrome Browser (required for iDecision Games)

Step 2: Go to iDecisionGames.com and select "Login or Signup" (button is on top right of screen).

Step 3: Select "Student Sign Up." Fill out your credentials. Enter the access code you were given. Make sure to use your school email address and the name that you wish to be called in class.

Step 4: Check your email to confirm your registration.

Step 5: Connect to your LinkedIn and then click "Continue" to enter the platform.

Step 6: Join your game to receive and read your role instructions.

Please contact support@idecisiongames.com if you have any registration issues.