Course Description and Objectives

Negotiation is the art and science of securing agreements between two or more parties who are interdependent and seek to resolve differences in a way that maximizes their outcomes. We negotiate every day with potential employers, bosses, co-workers, landlords, merchants, service providers, spouses, friends, and many others. Although we negotiate often, many of us know very little about the strategies and the psychology of effective negotiation. As a manager you rely on your analytic skills for optimal problem solving, but you also need good negotiation skills to get these solutions accepted and implemented.

The learning method in this course is experiential. You will prepare for, and participate in a variety of negotiation simulations. The skills you develop will serve you in both your professional and personal lives. The broad objectives of this course are:

1. To provide you with a theoretical framework for understanding negotiation—a set of concepts integral to preparing, negotiating, and subsequently evaluating the negotiation process and its outcomes.

2. To improve your ability to negotiate beneficial transactions and resolve disputes by

   - Overcoming personal barriers
   - Preparing effectively for negotiations
   - Evaluating the costs and benefits of alternative actions
   - Identifying opportunities for integrative solutions
   - Communicating persuasively in the face of resistance
   - Adjusting your tactics to different circumstances
   - Knowing when you have reached a good outcome in a negotiation
Course Materials

Required Texts (both texts are available form the NYU Professional Bookstore)


Class Handout Fee

This fee covers all of the simulation exercises we will use in class. The class handout fee must be paid to the NYU Professional Bookstore by the start of the first class session. Failure to pay the handout fee by this date will prevent you from participating in the class exercises.

Course Requirements

Participation and Attendance (30% of your grade)

This is a class in which learning happens by doing. Attendance and participation in all in-class exercises and discussions is mandatory. Failure to prepare for an exercise, or failure to attend the entire 3-hour session, will be treated as an absence. An absence from class or a failure to participate in any negotiation will reduce your class participation grade by 1 full letter grade. Anyone who is absent from the first class session will be dropped from the course, per Stern’s policy for intensive classes.

In evaluating the quality of your class participation, I will consider whether you regularly contribute to class discussions and whether your comments are generally thoughtful, relevant, and helpful for advancing our discussion.

Written Assignments:

There are two writing assignments for this course. Both assignments are due as a joint submission on Sunday, August 28 (late assignments will be penalized 1 letter-grade per day). These assignments will be submitted as soft-copy attachments to an email addressed to me. Be careful to make the subject line of your email “Stern Negotiations Assignment”. Your emails must have a post-date no later than August 28, 2005.

I prefer that your assignments are completed in MSWord as it will facilitate my commenting legibly on your work; however, if MSWord is not available to you, I will accept Word Perfect or Adobe Acrobat (see me early in the course if these software options pose insurmountable difficulties for you).
Assignment 1: Negotiation Reflection Report (30% of your grade)

You are required to submit a report (not to exceed 1200 words) in which you reflect on your in-class negotiations. Based on past experience this is one of the most important elements of the learning process. This report should be double-spaced with one-inch margins.

This report will include 6 brief reflections—one on each of the 6 in-class negotiations. Your report should not be a simple account of your negotiations; rather, it should highlight what you consider to be critical successes, and particularly, critical shortcomings of your negotiation. Note your insights, and whenever possible, tie them to the material covered by our course readings or our classroom discussions.

Your reflections might address such considerations as the following:

- Key aspects of your preparation or negotiating behavior with which you were particularly pleased
- Key aspects of your negotiation with which you are dissatisfied (note the nature of the impediments to a more satisfactory negotiation, and the strategies you would employ to overcome such impediments in the future)
- Unexpected approaches or behaviors of other negotiators and your thoughts about how you might better anticipate and deal with such behavior in the future

I will grade the reflection reports based on their depth and thoughtfulness. I will be looking for reports that are specific and reflective of both the analytic and social aspects of negotiation.

Assignment 2: Actual negotiation plan or post-negotiation analysis (40% of your grade)

This assignment requires an analysis (not to exceed 1500 words) of an actual negotiation. I greatly prefer that you present an analysis of an ongoing or upcoming negotiation in our own professional or personal life, but I will accept a reflection on a completed negotiation or an analysis of a published case or a negotiation covered in the news. Select an incident that is sufficiently rich to allow an in-depth critical analysis of the negotiation problem. If the situation is upcoming, identify the key issues, goals, opportunities, and challenges, and propose a strategy for approaching this negotiation. If the situation has already occurred, focus on the processes that you think were important for shaping the process and the final outcome, and analyze your successes and failures.

Your analysis should reflect insights from your in-class negotiations, and from our classroom discussions and readings.

Honor Code

I take Stern’s honor code very seriously, and expect that you will too. Your written assignments must reflect only your writing and your mastery of the course material and your personal insights. Any attempt to represent the work of others as your own will be considered an honor code violation and will be referred to Stern’s discipline committee.

During our in-class negotiations, you must make every effort to stay in your role for the duration
of the exercise. Except as explicitly instructed, any discussion of these negotiations with classmates, or other students who have taken the course in the past, or anyone else other than the instructor prior to the completion and debriefing of these negotiations is strictly prohibited. Use of negotiation simulations or related materials other than those assigned for this course is also prohibited.

Please ask if you are uncertain about what represents an honor code violation.
# Course Schedule

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<tr>
<th>Session</th>
<th>Date</th>
<th>Topics and Assignments</th>
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<tr>
<td>1</td>
<td>Sat, Aug 13</td>
<td><strong>Exercise:</strong> Rudolph-Lama</td>
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|         | 9:00 – 12:00  | **Preparation:** Fisher & Ury, *Getting to Yes*  
|         |               | Shell: *Bargaining for Advantage* (Ch 1-7)                   |
| 2       | Sat, Aug 13   | **Exercise:** El-Tek                                        |
|         | 1:00 – 4:00   | **Creating versus Claiming Value**                          |
| 3       | Sun, Aug 14   | **Exercise:** Moms.com                                      |
|         | 1:00 – 4:00   | **Integrative Negotiation: Creating Value**                 |
|         |               | **Preparation:** Strategies and Tactics of Integrative  
|         |               | Negotiations                                                |
| 4       | Sat, Aug 20   | **Exercise:** Antique Carousel Horse                       |
|         | 9:00 – 12:00  | **Distributive Negotiation: Claiming Value**                |
|         |               | **Preparation:** Shell, *Bargaining for Advantage* (Ch 8 - 12)  
|         |               | Strategies and Tactics of Distributive Bargaining            |
| 5       | Sat, Aug 20   | **Exercise:** Federated Science                             |
|         | 1:00 – 4:00   | **Power, Persuasion and Coalitions**                        |
| 6       | Sun, Aug 21   | **Exercise:** Harborco                                       |
|         | 1:00 – 4:00   | **Multi-Party Negotiation**                                 |