

Negotiation Techniques – MGT 466

2 credit hours

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ODY 16

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Course website/moodle: <http://moodle.epfl.ch/course/view.php?id=3311>

Office hours: By appointment

COURSE OVERVIEW

This course is designed to give you a practical, hands-on opportunity to learn the basics of negotiating. Most people find that even if they have never formally studied negotiation, they have some skills, because negotiation is such an integral part of everyday life. This course will help you become more aware of the negotiating skills you may already possess while providing a theoretical framework to underpin your tacit knowledge. Strategies and techniques are presented and practiced every week in class in order to enable you to develop your skills and become a savvy and sophisticated negotiator. Time will also be dedicated to learning how leadership and cultural differences impact the negotiation process as well as how to prepare and conduct an international negotiation.

Ce cours est conçu pour vous donner l'opportunité de pratiquer la négociation dans différentes situations. Même sans avoir étudié la négociation, la plupart des gens ont quelques connaissances, car la négociation fait partie de la vie quotidienne. Ce cours vous aidera à prendre conscience des compétences que vous possédez déjà, tout en fournissant un cadre théorique pour étayer vos connaissances.

Les stratégies et techniques seront présentées, pratiquées et décortiquées pour faciliter le développement de vos compétences en tant que négociateur-trice. Du temps sera également consacré à mieux comprendre les liens avec le leadership et l'impact de la diversité culturelle dans les négociations internationales.

DIDACTIC APPROACH AND CLASS PARTICIPATION

The course utilizes an interactive training methodology with some theory and a lot of practice. Every week you will participate in group exercises and role-plays, allowing you maximum opportunity to identify your natural negotiating style and also to practice learning other negotiation styles that are less comfortable but can bring greater results. An objective of the course is to develop the behavioral flexibility that is required to negotiate in international business.

You will enact individual, pair and team negotiations during the class. In the case of team negotiations, the instructor forms the teams.

Class Participation

Because of the interactive nature of the course and the fact that you are cumulatively building your negotiation skills throughout the semester, active class participation in weekly simulations is crucial to achieving the learning goals. For this reason, it is imperative that you **attend classes prepared** and ready to work each week. If a role-play, book chapter or article is assigned for pre-reading, **ensure you have read it before coming to class**. This is especially important for those with a lower level of English. We will not have time in class to wait for you to read the assigned materials. **Please make every attempt to come to class on time** as we will often be preparing and then enacting role-plays in class; if you miss the preparation phase, you will be unable to participate in the enactment, which will count against you in the class participation portion of your grade.

Your grade related to class participation will be based on:

- **Evidence of active preparation:** reading, analyzing and understanding of the material to be read before the class. Demonstrated by contribution to discussion, all role-plays, readings and cases.
- **Group skills:** extent to which you allowed others to contribute, shared relevant idea, provided constructive feedback, tolerance to others views and ability to listen to others effectively enact your role in the role-play or simulation exercise.
- **Contribution to discussion:** extent to which you volunteered answers, asked relevant questions, expressed your own opinion, summarize what others say. Bridging concepts with relevant example or information. Providing correct answers to questions asked. Active participation in class discussions and group exercises.
- **Feedback** from your team members that you have participated in the writing of all group reports and papers.
- **Communication skills:** quality of your expression, clarity, conciseness, use of words and concepts relevant to the class, adequate vocabulary.

Quality comments in a class discussion possess one or more of the following attributes:

(a) Contribute to moving the discussion forward; (b) Offer a different, unique and/or relevant perspective on the issue; (c) Build on the comments of others; (d) Demonstrate reflective/critical thinking. Every attempt will be made to call on each student who wishes to contribute in the discussion. Raise your hand in order to be called on and please give others the chance to contribute.

Due to the intensive nature of this class (14 weeks of content taught in 9 classes over the semester). If you cannot be present for a lesson, please make sure that you inform the instructor at least 24 hours in advance. You are **obliged to be present** for the **midterm and final exam which will take place during class**.

To ensure accurate records of participation, please be sure to see the TA at the beginning of class or at the first break each class period to make sure your name is checked on the attendance list.

If the course is held as a traditional in class setting on campus, cell phones and computers need to be turned off (or at least on silent) during class. Class participation points will be based upon your full presence will in class. Being in class but on your computer (browsing social media, completing other assignments) or glancing continuously at your cell phone is not considered participation or presence (refer to Class participation). Texting and taking calls in class in not permitted.

NB: This course is taught in ENGLISH. As negotiating is a highly communicative activity, at least an intermediate level of English is recommended. In addition, **you are required to write two papers in English, which count towards your grade.** Be sure you are capable of doing this.

LEARNING OUTCOMES

The main pedagogical goals of this course are:

- Learn the basics of the negotiation process and negotiation theory.
- Distinguish between two distinct approaches to negotiating and to understand the key elements of and tactics associated with each.
- Appreciate how to develop and improve your negotiating skills through increased self-leadership awareness, role-play and simulation exercises.
- Gain self-awareness of your natural negotiating style and to practice behaviors that enhance your competency in both your stronger and weaker style.
- Recognize how culture impacts the negotiation process and to explore the different strategies and tactics that one can encounter when negotiating across cultures.
- Provide constructive feedback to your peers to build their negotiation skill set
- Understand and experiment the four essential skill sets for courageous leadership in negotiation
- Learn and apply the mental agility and thinking skills required to stay engaged throughout difficult negotiations.

MATERIALS

The main text book for this class is **Essentials of Negotiation, 6th Ed. by Lewicki, R.J., Barry, R. & Saunders, D.M. McGraw-Hill Higher Education: New York, NY, 2016.** Copies have been ordered by the EPFL bookstore. You can also find it on Amazon.

All of the materials that you need will either be handed out in class or posted on the course **Moodle Platform**. To access the Moodle Platform, go to

<http://moodle.epfl.ch/course/view.php?id=3311> and enter the **enrollment key: inter77**. If you intend to follow the course, please do this no later than the second class.

Readings

Selected chapters may be assigned from the following **books**:

Fisher, R., Ury, W. & Patton B. Getting to Yes, 3rd Ed. New York, NY: Penguin Books. 2011.

Katz, L., Principles of Negotiating in International Business. Lothar Katz: 2008.

Requejo, W.H. & Graham, J., Global Negotiation: The new rules, New York: Palgrave Macmillan, 2008.

The following **articles** may also be handed out as reference material.

“Negotiation Styles: The Impact on Bargaining Transactions”, C.B. Craver, *Dispute Resolution Journal*, February/April, 2003.

“Six Habits of Merely Effective Negotiators”, J.K. Sebenius, *HBR*, April 2001.

“Rational Strategies for Creating Integrative Agreements”, M. Bazerman, M. Neale, in Negotiating Rationally, Free Press, 1993.

“Opening and Making Concessions”, G.R. Shell, in Bargaining for Advantage, Penguin Books, New York, 1999.

“The Hidden Challenge of Cross-border Negotiations” J.K Sebenius, *Harvard Business Review*, March 2002, Cambridge, MA: Harvard Business School Publishing Corp.

FORM OF EXAMINATION & GRADING

You will be graded on **four** different elements:

Class participation (individual/team negotiations and debriefs)	15%
Mid-term enactment and reflection paper	25%
Final enactment & report	30%
Weekly Performance improvement journal entries and final reflection paper	30%

GRADING BREAKDOWN

Group / Individual	Enactment In class	Reflection	Total
Mid-term exam	15 Individual	10 Group	25
Final exam	18 Individual	12 Group	30
Weekly Performance Improvement Worksheet/Journals		20 Individual	20
Performance Improvement Final Report		10 Individual	10

In class participation	15		15
Total	48	22 + 30	100

COURSE SCHEDULE: A QUICK OVERVIEW OF THE SESSIONS

This course will run nine weeks over an eleven-week period

NB: The instructor reserves the right to change the lesson content/order, but you will be informed of all changes.

*** Attendance Mandatory**

Session / Date Tuesday 1315 – 1615	Topics	Assignments and Submissions
Class 1 Feb. 21	Course Introduction Getting your feet wet: 1 st role-play	Read chapter 2 or 3
Class 2 Feb 28	Ch. 2 Poster session Planning for a negotiation Interest, rights and power	
March 7	NO CLASS	
Class 3 March 14	The role of leadership in negotiation. Ch. 3 Poster session Introduction to two primary approaches to negotiation (interactive lecture/group exercise) Role-play	Read either chapter 2 or 3 of the text (the one you didn't read last week)
Class 4 March 21	Conflict and TKI style assessment Practicing your weaker style Role-play Impact of culture/social construction on negotiations	Assignment of mid-term case
Class 5 March 28*	Application of cultural model/social construction to the process of negotiation (group work) Mid-term Role-play: Enactment	Mid-term enactment and Reflection paper Read Chapter 9 Lewicki et.al
April 4 & 11	EASTER BREAK	
Class 6 April 18	Debrief Mid-term Lying, Trust and truth in international negotiations Salary Simulation with debrief	
Class 7 April 25	Salary negotiation Role play simulation and debrief	Chapter 11 Lewicki et.al
May 2	NO CLASS	
Class 8* May 9	Final Exam conducted in class	Enactment and Reflection paper
Class 9* May 16	Final Exam conducted in class	Enactment and Reflection paper

Description of Key Assignments

Performance Improvement Journal and Final Reflection Paper

This course is designed to introduce you to the basic concepts of negotiation and to give you opportunities to understand yourself as a negotiator and test your skills. Full benefit of what you learn in class cannot be realized **unless you pause after each experience to reflect on what you have learned.**

During this course you will participate in a minimum of five negotiation role play exercises, not including exams. After each exercise you will be asked to fill out and exchange a **Negotiation Feedback Worksheet** (handed out in class) with your counterpart (s). After class you are asked to review the feedback that you receive and fill in a **Negotiation Performance Reflection Worksheet** (a link will be provided in Moodle). This is a one-page document designed to guide your reflection of what you have learned and what you want to continue to work on in class. You will post these completed worksheets on the Moodle platform no later than **48 hours after each class period.**

In the Final Reflection Paper, you will use your journal entries to reflect on what you have learned during the course and to create a plan for on-going learning about negotiation in your personal and professional life. This is due one week after the class ends.

Mid-term Enactment and Reflection Paper

This assignment may be based on a cross-cultural negotiation case involving two different countries. You will be assigned to a small group and a culture. You will prepare for the enactment by reading the assigned materials about negotiating internationally and the negotiating styles of the two cultures involved in the story. As a group, you will need to meet outside of class, either in person or virtually, to plan your strategy and tactics. During class on **March 28**, you will enact the case as a role-play. After the enactment is over, together the two teams will write a brief reflection on the enactment negotiation that will be handed in for a grade.

Final Exam

The final exam will consist of enacting a cross-cultural team negotiation **AND potentially** observing another team enacting a different cross-cultural negotiation. You will be assigned to a team of 3-5 negotiators who will negotiate with 3-5 counterparts. **The negotiations will be videotaped.** As a group (both teams collaborating) you will write an analysis of what took place in the negotiation you participated in by going back and reviewing your video. You will also write up and deliver to the team you observed an analysis of what happened in their negotiation. The deliverable is a report from each group of six negotiators that summarizes what you learned from the negotiation you enacted and the negotiation you observed. You will be graded on the quality of your enactment and the quality of your report.

Additional Resources

The Art of Negotiation | Maria Ploumaki | TEDxYouth@Zurich
<https://www.youtube.com/watch?v=pjIPgJ1wBdM>

Getting to yes in the real world William Udry at TEDxMidwest Aug 30, 2012

<https://www.youtube.com/watch?v=IYdk1NK9-r0>

Managing Emotions to Resolve Conflict & Enhance Performance with George Kohlrieser

<https://youtu.be/wNGSoMPfaGE>