



MAN6447 Negotiation

Section 0480 FA22 MOD1

GENERAL INFORMATION

Instructor:	Judith Scully Callahan, PhD	Office:	211-E Stuzin Hall
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Class Time:	TR 6:15-8:10PM	Office Hours:	T 2:00-4:00PM and by appointment

COURSE OVERVIEW AND DESCRIPTION

We often focus on developing the analytical skills required to identify solutions to business problems at the expense of honing the communication, negotiation and relationship management skills necessary to garner acceptance and implement those solutions. This course is designed to help you advance your business negotiation and relationship management skills through the application of principles, strategies, and tactics of effective negotiation. You will also deepen your understanding of your personal negotiation style and preferences, and your strengths and weaknesses as a negotiator. To accomplish this, we will identify opportunities to negotiate, examine the behavior of individuals, groups and organizations in competitive situations. While we focus on the business application, negotiation is a life skill. You may find that as you improve your negotiation effectiveness, you also become a more effective manager, leader, and friend.

Effective negotiation is the art and science of securing an agreement between two or more independent parties. The definition makes it clear that we negotiate daily. We bargain with employers, co-workers, service providers, bankers, and merchants. Have you noticed that you leave some of these interactions satisfied and others frustrated or unfulfilled? What differentiates these interactions, other than our reaction to them? It may well be how effective we were in the negotiation. The question then becomes, what differentiates an effective negotiation from ineffective negotiation? This course is designed to help you answer that question.

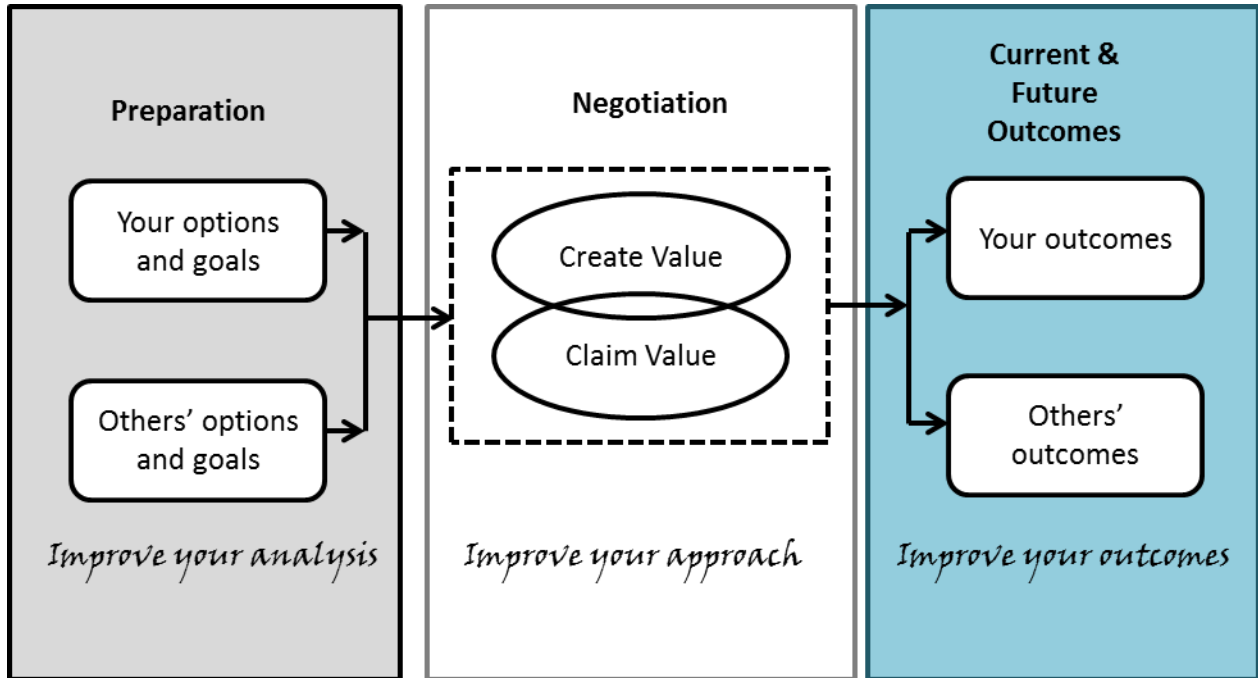
Unlike business environment negotiations, you will receive three critical forms of feedback in this class: 1) how well you perform in a negotiation relative to others assigned the same role (same information; same objectives); 2) how effective you were in maximizing the potential return relative to what was objectively available to you and the other party; and 3) how you were perceived by the other party. This feedback will enable you to maximize your learning and will improve your negotiation effectiveness.

Learning Objectives

1. To gain a broad understanding of the central concepts of negotiation including:
 - a. Interests, Issues, and Positions
 - b. BATNA (best alternative to negotiated agreement)
 - c. Resistance Point
 - d. ZOPA (zone of potential agreement)
 - e. Creating Value
 - f. Claiming Value

2. To translate this understanding into an improvement in your ability to:
 - a. Recognize opportunities to negotiate and decided whether or not to seize it;
 - b. Analyze conflict situations and prepare for individual or multiparty negotiations;
 - c. Negotiate;
 - d. Identify and implement strategies to preventing negotiation breakdown;
 - e. Analyze and learn from a negotiation experience.

3. To enrich understanding of your personal negotiation and conflict management style preferences your and strengths and weaknesses as negotiator.



IMPORTANT

The course employs exercises and role-plays as learning devices and we will be using idecisiongames-Expert Negotiator to deliver the roles. Furthermore, idecisiongames-Expert Negotiator will be the mechanism for preparing, submitting outcomes, and specifying lesson(s) learned. You must pay the license fee before you gain access; instructions are provided on the discussion page titled "idecisiongames-Expert Negotiator". Failure to pay will exclude you from negotiations which will ultimately result in failing the course.

COURSE REQUIREMENTS

Requirement	Potential Points
Graded Negotiation	75
Quizzes	60
Participation	15
Potential Total	150

Graded Negotiations

75 points (15 points each)

Negotiations will be evaluated based on preparation (5 points), results (5 points), and insights (5 points). During the term you will participate in several negotiations. All negotiations are required. Your top five negotiation scores will be included in your final grade. Given the nature of the course there is no opportunity for "make-up". If you fail to complete all negotiations, the omitted or incomplete negotiation will not be dropped. I ask that you take each negotiation seriously. To facilitate this goal, we will use *idcisiongames-Expert Negotiator*, a software program that will enable you to prepare and retain all your negotiation preparation content in one place. You can access the program directly from our course home page. You will complete all preparation activities on this site. The template for preparation and reporting results and insights includes:

- 1) Preparation-each party will be assigned a role for each negotiation exercise. The preparation requirements include:

Conflict: What interests do you have in common or in conflict with the other party?

Goals/Alternatives: Identify your needs and goals: what you hope to accomplish in the negotiation. This includes your resistance and target points. You must also identify those of your counterpart.

Tactics: How will you execute the plan? Be specific. As the term progresses, you will learn more about specific tactics at which time, use of the appropriate language will also be important.

Remember: each negotiation both confidential role information which is distributed via *idcisiongames-Expert Negotiator* and background information located in the *Lewicki's Readings, Exercises and Cases* textbook. You must consider both in your preparation.

- 2) Final Result: What was agreed upon (if anything)

Insights: What strategies that you used were effective? Ineffective? How might you improve?

Negotiation outcome will be assessed by evaluating how well you did in the negotiation relative to others in your role. Some of the negotiations provide a guide for scoring the event. Others do not. In the end, I am looking to your ability to meet the underlying interests of the role assigned. Yes, this has a subjective element but maximizing your negotiation experience was more important than identifying and using only negotiations that provided "scoring keys". The top 20 percent, based on negotiation-score average, receive grades in the A range. The next 20 percent receive B+'s, with the remainder receiving lower grades.

The negotiation preparation in *idcisiongames-Expert Negotiator* is due before the negotiation occurs. The results and insights due dates are specified on the course schedule below.

Information on purchasing a license will be posted on a Canvas Discussion board titled "*idcisiongames-expert negotiator*".

Quizzes

60 points (10 points each)

There will be six quizzes given during the module. The quizzes will draw directly from the readings. If you complete all the assigned readings, you will do well on the quizzes. Each will cover only the readings for that week. Quizzes may include multiple choice and short answer questions. All quizzes are required. There are no make-up quizzes.

Participation

15 points

Class participation is a crucial part of the learning process in this course. As such, you are expected to attend all scheduled class sessions. I will note attendance each class*. I look for high quality contributions and insights. Quality comments tend to offer a unique, but relevant perspective, contribute to moving the discussion and analysis forward, or demonstrate some reflective thinking, including evidence, argumentation, or recognition of inherent tradeoffs. Absence from class and/or lack of participation will negatively affect participation grades. When you are not fully prepared or miss a class, not only do you lose out on the class experience, others miss the opportunity to gain perspective on the negotiation.

COURSE POLICIES

Academic Integrity You are required to abide by the [Academic Honesty](#) Guidelines which have been accepted by the University. Students are expected to pursue knowledge with integrity. The conduct set forth as violation of the Academic Honesty Guidelines ([University of Florida Regulation 4.040](#)) includes plagiarism, receiving inappropriate assistance on exams, and inappropriate assistance on assignments. It also includes searching the internet for negotiation content as well as quiz content. Any violation of the [Student Honor Code](#) will result in academic sanctions and further student conduct action. Students should be aware of course policies on collaboration, should understand how to properly cite sources, and should not give nor receive an improper academic advantage in any manner through any medium.

The Honor Pledge

We, the members of the University of Florida community, pledge to hold ourselves and our peers to the highest standards of honesty and integrity by abiding by the Student Honor Code. On all work submitted for credit by Students at the University of Florida, the following pledge is either required or implied:

“On my honor, I have neither given nor received unauthorized aid in doing this assignment.”

In the context of Negotiations, this means you may not use the internet or any other resource to research any assigned negotiations. You may not share your role information, discuss the negotiation, or the role information with anyone

Late Assignments: You are expected to submit all assignments on time. If this is not possible, please contact me prior to the assignment due date class. There is a 20% penalty per day for a late assignment. The negotiation preparation, results and insights must be completed by the assigned date or the entire negotiation will score will be reduced 20%.

Mail Correspondence: The E-learning Mail tool on our course site will be used for all electronic communication. I will check it regularly. To ensure I receive your message and I can respond before your deadline, please email me at least 24 hours before you need an answer, want to set up a meeting, etc.

Grading: The following principles govern grading in this course:

- Requirements of the course are identical for everyone. This means no “make up” work or “extra credit” work to compensate for poor performance.
- Completed assignments are due at the assigned time or the late policy is applied.
- Course grades will be assigned in accordance with the following distribution:

Points	Grade	Points	Grade	Points	Grade	Points	Grade	Points	Grade
		132-134	B+	117-119	C+	102-104	D+	<90	E
140-150	A	124-131	B	109-116	C	94-101	D		
135-138	A-	120-123	B-	105-108	C-	90-93	D-		

Grade Values: The grade-point value per credit hour associated with each letter grade is assigned by the Office of the University Registrar: A = 4.0, A- = 3.67, B+ = 3.33, B = 3.0, B- = 2.67, C+ = 2.33, C = 2.0, C- = 1.67, D+ = 1.33, D = 1.0, D- = .67, E = 0.0. For more information visit: <https://catalog.ufl.edu/ugrad/current/regulations/info/grades.aspx>

Course Grievance Procedures: If you feel an assignment was graded unfairly, you may use the following procedure to voice your complaint.

- Within 5 calendar days of receiving the grade, provide me with a written appeal. Submit the written appeal via mail on e-learning. After 5 days, a grade is deemed final.
- To file an appeal, prepare a written statement detailing why you feel the grade is unfair. Be sure to document your reasons by referring to inconsistency in grading standards, misinterpreted meaning, etc. Stating simply that you feel you ‘deserve’ a higher grade because you worked hard is insufficient grounds for appeal. Performance is a combination of hard work *and* ability.
- Submit the written statement and the graded assignment. You will receive written notification of my decision regarding your appeal.

Accommodation for Students with Disabilities: Accommodation is available for qualifying students. If you require accommodation, you must register with the [Dean of Students Office](#). They will provide documentation that you must present to me when making an accommodation request.

***NOTE:** All absences that results in missed deadlines or decreased participation must be evaluated by the [Dean of Students office](#).

SYLLABUS CHANGES AND ERRORS

Every effort will be made to adhere to the syllabus. However, I reserve the right to make changes to the syllabus as needed. This course is intended to be a vibrant and flexible class designed to improve the negotiation skills of the participants. As such, I may add or delete reading assignments, exercises, and/or class activities as the module progresses in order to better meet the needs of the class,

REQUIRED RESOURCES

Books:

- Lewicki, R.J., Saunders, D.M., and Barry, B. (2015) Negotiation: Readings, exercises and cases (7th ed.) McGraw Hill-Irwin. NY, NY. ISBN: 978-0-07-786242-8
- Lewicki, Berry, B., and Saunders, D.M. (2021) Essentials of Negotiation (7th ed.) McGraw Hill-Irwin. NY, NY. ISBN: 978-0-07-786246-6

Software:

- idecisiongames-Expert Negotiator (purchase instructions are posted on the discussion board by the same name)

Article:

- Camp, J. (2007) NO: The only negotiating system you need. Chapter 3. Crown Publishing.

Other Reading on Negotiations

- a) Bazerman, M.H. and Moore, D.A. (2013) Judgment and managerial decision making. (8th ed.). Wiley, Hoboken, NJ.
- b) Lewicki, R.J., Saunders, D.M., and Barry, B. (2015) Negotiation (7th ed.). McGraw-Hill, NY, NY.
- c) Camp, J. (2007) NO: The only negotiating system you need. Crown Publishing.
- d) Cohen, H. (1980) You can negotiate anything. Bantam Books, Secaucus, NJ.
- e) Fisher, R. and Ury, W. (1993). Getting to yes: Negotiating agreement without giving in. Penguin Books, NY, NY.
- f) Shapiro, R.M. and Dale, J. (2015) The power of nice. Wiley, Hoboken, NJ.

COURSE SCHEDULE

The required readings are listed below. You are expected to complete the assigned content during the week it is assigned. This schedule is subject to change.

Key: R= Assigned reading; EX= Exercise.

Date	Topic	Assignment	Deliverable
Aug 23	<ul style="list-style-type: none"> Introduction to Negotiation 		
Aug 25	<ul style="list-style-type: none"> Identifying elements of and opportunities to negotiate 	R: Essentials of Negotiation Ch 1 R: Negotiation-Readings, Exercises & Cases 3.5 EX: Distributed during Class	Purchase ideoptionsgames-expert negotiator
Aug 30	<ul style="list-style-type: none"> Developing Your Negotiation Style Strategy and Preparing 	R: Essentials of Negotiation Ch 4 R: Negotiation-Readings, Exercises & Cases 1.2, EX: Developing Your Negotiation Style (Questionnaire #2 in Negotiation-Readings, Exercises and Cases	Quiz 1 EX: Bestbooks Prep due before class EX: Questionnaire #2 printed and completed, brought to class
Sep 1	<ul style="list-style-type: none"> Distributive Bargaining Debrief Bestbooks 	R: Essentials of Negotiation Ch 2 R: Negotiation-Readings, Exercises & Cases 1.7	EX: Bestbooks Results and Insights, and Reputation Survey due Sep 3 by 11:45PM
Sep 6	<ul style="list-style-type: none"> Integrative Negotiation Closing a Negotiation 	R: Essentials of Negotiation Ch 3 R: Negotiation-Readings, Exercises & Cases 1.6, 3.4	Quiz 2 EX: Island Cruise Prep due before class
Sep 8	<ul style="list-style-type: none"> Debrief Island Cruise 	R: Negotiation-Readings, Exercises & Cases 1.5	EX: Island Cruise Results and Insights, and Reputation Survey due Sep 10 by 11:45PM
Sep 13	<ul style="list-style-type: none"> Ethics in Negotiations Cognition and Emotions in Negotiations 	R: Essentials of Negotiation Ch 5 & 6 R: Negotiation-Readings, Exercises & Cases 2.3, 6.4	Quiz 3 EX: Employee Exit Interview Prep due before class
Sep 15	<ul style="list-style-type: none"> Debrief Employee Exit 	R: Camp "No" Chapter	EX: Employee Exit Results and Insights, and Reputation Survey due Sep 17 by 11:45PM
Sep 20	<ul style="list-style-type: none"> Effective Communication Sources and Uses of Leverage 	R: Essentials of Negotiation 7 & 8 R: Negotiation-Readings, Exercises & Cases 2.7	Quiz 4 EX: Live8 prep due before class
Sep 22	<ul style="list-style-type: none"> Creating Leverage Exerting Influence Debrief Live 8 	R: Negotiation-Readings, Exercises & Cases 2.8, 2.10	EX: Live8 Results and Insights, and Reputation Survey due by Sep 24 at 11:45PM

Sep 27	<ul style="list-style-type: none"> • Importance of Relationships • Perspective taking 	R: Essentials of Negotiation Ch 9	Quiz 5 EX: Job Offer Prep due before class
Sep 29	<ul style="list-style-type: none"> • Debrief Job Offer 	R: Negotiation-Readings, Exercises & Cases 4.1	EX: Job Offer Results and Insights, and Reputation Survey due by Oct 1 at 11:45PM
Oct 4	<ul style="list-style-type: none"> • Best Practices 	R: Essentials of Negotiation Ch 12 R: Negotiation-Readings, Exercises & Cases 3.9	Quiz 6 EX: Universal Computer Prep due before class
Oct 6	<ul style="list-style-type: none"> • Debrief Universal Computer • Wrap-up 		EX: Universal Computer Results and Insights, and Reputation Survey due by Oct 8 at 11:45PM

UF POLICIES & PROCEDURES

Course Evaluations

Online Course Evaluation Process: Students are expected to provide professional and respectful feedback on the quality of instruction in this course by completing a course evaluation. Guidance on how to give feedback in a professional and respectful manner is available at <https://gatorevals.aa.ufl.edu/students/>. You will be notified via email when the evaluation period opens. This email will include a link to the evaluation page. Alternatively, you may use the link on Canvas (under GatorEvals). For ease I have also provided you the link: <https://ufl.bluera.com/ufl/>. Summary course evaluation results are available <https://gatorevals.aa.ufl.edu/public-resul>

Course Content-Recording and Publication

Students may record video or audio of class lectures. However, the purposes for which these recordings may be used are strictly controlled. The only allowable purposes are (1) for personal educational use, (2) in connection with a complaint to the university, or (3) as evidence in, or in preparation for, a criminal or civil proceeding. All other purposes are prohibited. Specifically, students may not publish recorded lectures without the written consent of the instructor.

A “class lecture” is an educational presentation intended to inform or teach enrolled students about a particular subject, including any instructor-led discussions that form part of the presentation, and delivered by any instructor hired or appointed by the University, or by a guest instructor, as part of a University of Florida course.

Publication without permission of the instructor is prohibited. To “publish” means to share, transmit, circulate, distribute, or provide access to a recording, regardless of format or medium, to another person (or persons), including but not limited to another student within the same class section. Additionally, a recording, or transcript of a recording, is considered published if it is posted on or uploaded to, in whole or in part, any media platform, including but not limited to social media, book, magazine, newspaper, leaflet, or third-party note/tutoring services. A student who publishes a recording without written consent may be subject to a civil cause of action instituted by a person injured by the publication and/or discipline under UF Regulation 4.040 Student Honor Code and Student Conduct Code.

Proctoring at Warrington

The University of Florida requires that any assessment equivalent to 15% or more of a student's final course grade must be proctored. This policy protects both the value of your academic degree and your own time and effort in becoming a successful Warrington student. Please expect all assessments to be proctored and all assignments to utilize plagiarism software and prepare accordingly.

The Warrington College of Business is strongly committed to academic integrity and will rigorously enforce violations of the UF Honor Code and/or additional Warrington academic integrity policies. To be a successful student please read all instructions for any assignment carefully, do not collaborate on individual exams, assignments, or homework, and thoroughly review the [Honorlock Student Guide](#) on the Warrington College website.