***Negotiation: SMO 412***

**Alberta Business School**

**University of Alberta**

**Department of Management and Organizations**

**Tuesday/Thursday 11:00 pm – 12:30 pm**

**Wed 6:30-9:30**

**Instructor Information**

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**Course Information**

We negotiate daily with colleagues, employees, family, friends, and even strangers. Yet, despite the frequent occurrence of negotiations, most people are not familiar with the strategy and psychology behind successful negotiations, and as a result walk away from the negotiation with a less than optimal agreement.

Negotiation is the art and science of securing agreements between two or more interdependent parties. It is a strategy that allows you to get what you want through two-way communication. The central issues of this course deal with the decision-making processes and behaviors that you and other negotiators use in competitive contexts.

**Course Objectives**

The purpose of this course is to introduce you to the theory and processes of negotiation as they are used in professional settings, which will help you be successful in a variety of negotiations. The course helps you understand the theory behind successful negotiations, but also allows you to experiment with the strategies prescribed by each theory, giving you the opportunity to develop your own negotiating style. To achieve these objectives, emphasis will be placed on exercises, cases, and discussion. Some of the specific objectives of this course are:

* To understand the nature of negotiation. There is no formula that ensures success in a negotiation. Thus the purpose of this class is to teach you a framework that will help you develop a path to achieve the best outcome in your negotiations.
* To gain an understanding of the central concepts in negotiation, as such concepts are the building blocks to successful negotiation strategies.
* To gain confidence in the negotiation process as an effective way to resolve conflict.
* To observe the behaviors and motivations of others and experiment with various negotiation strategies to improve your abilities as an effective negotiator.

**Course Format**

**Exercises**: The course is designed around a series of exercises that help you implement the theory discussed in readings and class. We will engage in these exercises every week. While most of the exercises will be conducted during class time, you are expected to prepare for exercises, coordinate with other students, and in some cases negotiate outside of class.

**Preparation for exercises:** Learning in this course is facilitated by full participation in the exercises. As in real negotiations, the negotiations in class are interdependent; learning can only occur when both parties are prepared and engaged. Thus, you are expected to be fully prepared for every negotiation exercise. Note that this often includes preparation before class and with other class members.

**Negotiation debrief and feedback:** Following every exercise, we will debrief the negotiation in class. You are expected to participate in every debriefing session. All negotiation results will be posted during the debriefing session so that we, as a class, can compare strategies and outcomes to one another and learn from varying experiences. Additionally, you will receive periodic private feedback from your negotiation partners to help you reflect on your effectiveness as a negotiator. This feedback will help you to establish clear personal goals and assess your progress on those goals during the course.

**Learning:** This class is a low-risk and safe negotiating environment. You are encouraged to try a variety of strategies during the negotiation exercises to see what strategies work and do not work for you, allowing you to refine your negotiation style. These exercises are a low-cost way to recognize your risk tolerance, creativity, and reputation as a negotiator, among other things. You may or may not gain the best outcome in the class, but either way you will learn a lot from stepping outside of your comfort zone!

**Course Materials**

**Required Readings**

* Fisher, R., Ury, W. & Patton, B. (1991). *Getting to Yes*. New York: Penguin Books (2nd edition).
* Readings found on www.profemilyblock.com

**Exercise Fee - Negotiation Exercise Licensing and Copying:** The negotiation exercises used in the course are copyrighted and include a user fee. If you have not received an invoice please let me know. If you have not paid the course by the add/drop date, you will be dropped from the course.

The up to date schedule for this course is on google calendar:  Please add tiny.cc/Block412 to your university calendar.

**Grading**

**Participation………………………………………………………………………...40%**

Given that this is an experiential course, a major part of the learning process occurs during class sessions and exercises. You are expected to attend all class sessions. There are three elements to participation in this course: Attendance, preparation, and engagement.

* Attendance: You cannot participate if you don’t attend. You will not accrue participation marks for each of the classes you fail to attend.
* During classes where exercises are conducted, an absence may not only impact you, but your negotiation partners as well. In order to ensure that this does not occur, students MUST SIGN IN for EACH NEGOTIATION EXERCISE at least ONE HOUR before class (via a google form that will emailed to you). Once you sign in for a negotiation and are assigned a partner, if you do not make it to class you will automatically lose **one letter grade**. Additionally, it is important to be on time to every class, as information related to exercises is often given at the beginning of class. Any students who arrive to class after the negotiation begins have put themselves and their partner at a disadvantage for that week. Being late to class (you are late as soon as the negotiation begins) will result in a one-half letter grade reduction.
* Participation: We will debrief every negotiation exercise as a group. Learning occurs as you experience negotiations for yourself, but also as you hear about others’ experiences, making debriefing sessions an important element of this class. During debriefing sessions, it is expected that you make meaningful and insightful contributions. You may be asked to summarize your role in the exercise, reflect on your own performance or strategies in the negotiation, or apply your actions to a concept in the readings for the day. The strategies of successful negotiations are often not intuitive; you will all make mistakes that you are encouraged to share with the class so that you and others can learn and improve. During this time in class, there is a no laptop policy that will be strictly enforced.
* Engagement: The negotiation exercises used in this course are meant to help you experience a variety of negotiation situations in a low-risk environment. In each exercise you are asked to adopt interests, priorities, and perspectives that may not necessarily be consistent with your own. The better you understand and adopt the role you are playing in each negotiation, the more you and your counterpart will learn from the experience. You are expected to come to class fully prepared to negotiate the role you have been assigned. During the negotiation, you are expected to express the interests and preferences that are consistent with your role. You may disagree with the interests of your role during debriefing, but such disagreement is not appropriate during your negotiation. A lack of preparation or refusal to engage in the role assigned will result in a 5% reduction to your participation grade that day.

Participation Grades:

Exercises…………………………………15%

Participation evaluation………………….15%

Peer evaluation…………………………..10%

**Reading quizzes………...………………………………………………………….. 20%**

A large portion of your comprehension in class will occur through the reading assignments you complete outside of class. Each group of readings are assigned to help you develop a new negotiating skill and will aid you in the exercise, case study, or discussion we have that day. You are expected to read the materials for each assigned day prior to class. Because the readings play such a large role in your learning experience, we will have periodic reading quizzes. These quizzes will consist of several multiple choice questions based on the readings for that day.

**Personal negotiation analysis ……………………………………………………….10%**

Every negotiation you encounter will be unique. To improve your negotiation skills beyond this course, you must learn how to assess your own negotiations and recognize ways you can improve your abilities. Reflect on what your strengths and weaknesses were during this negotiation, and your goals for improvement. In assessing your strengths and weaknesses in the negotiation, you are expected to use course concepts supported by specific examples from your negotiation. Additionally, I expect your writing to be clear and concise. You will be graded on the quality of your analysis, not your actual performance in the negotiation.

**Midterm Graded Negotiation (individual)……………………………………….20%**

**Final Graded Negotiation (group)……….……………………………………….10%**

**Honor Code**

There is a course honor code that is detailed below:

1. You are expected to be prepared and on time for all exercises.
2. You are to read only the role information to which you are assigned. It is not appropriate to borrow or discuss cases with people outside of class.
3. You may not show your confidential role instructions to the other parties, though you are free to tell the other side whatever you would like about your confidential information.
4. Do not make up facts or information that materially change the power distribution of the exercise - for example, that your family has just bought the company you are currently negotiating with for a job.
5. You may use any strategy except that of physical violence to reach your desired outcome.
6. You may not share details of the cases, exams, quizzes, and class discussions with students outside of the class.