

The Fuqua School of Business Negotiation Syllabus



Course Information

Instructor: Dr. Christopher Petsko

Office hours: By appointment

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Blocks: A (Section 1); C (Section 2)

Residency: Oct. 1st – Oct. 6th

Distance: Oct. 21st – Nov. 18th

Overview

Negotiation is the art and science of securing agreements between two or more interdependent parties. This course will help you to understand the theory and processes of negotiation as practiced in diverse settings, recognize the components of an effective negotiation, and analyze your own behavior in negotiations. The course will be largely experiential, giving you an opportunity to develop your skills by participating in numerous negotiation exercises and integrating your experiences with the principles presented in the readings and the class discussions.

The main objectives of this course are for you to:

- Gain a broad intellectual understanding of the central concepts in negotiation. These concepts will be the building blocks from which you can systematically understand and evaluate a negotiation process.
- Develop confidence in the negotiation process as an effective means for resolving conflict in organizations.
- Improve your analytical abilities in understanding the behavior of individuals, groups, and organizations in competitive situations.
- Experience the negotiation process and learn how to evaluate the costs and benefits of alternative actions.
- Improve your ability to manage the negotiation process.

Course Format

Negotiation Exercises: The course is built around a series of negotiation exercises. You will be negotiating in every class, and will meet with other students outside of class to prepare for and execute certain negotiation exercises.

Preparation for Negotiations: Your classmates expect you to be fully prepared for each negotiation exercise. Prior to most negotiation exercises, you are required to submit a simple **planning document** (template attached; example of a strong example planning document will also be uploaded to Canvas).

Negotiation Debrief: We will debrief every negotiation in class. You are expected to participate in these class discussions. Your negotiation outcomes will be visible to others in your class. The purpose of making negotiation outcomes visible is to allow us to openly discuss the relationship between different negotiation strategies and outcomes.

Negotiation Outcomes: This course is a great opportunity to experiment with new ways of negotiating and to make mistakes in a low-risk environment. Your negotiation outcomes (i.e., how well you perform) will not affect your grade.

Readings: The only required reading is the *Getting to Yes* book. However, each class will also come with recommended readings, which will be available to you in your course pack. Recommended readings are not required, but reading them after each class can supplement your learning and performance.

iDecisionGames: This class will utilize a website called *iDecisionGames*. You are required to make an account on *iDecisionGames* **prior to our first class meeting**. This website will be a one-stop location where you can prepare for negotiation exercises, where you can enter your negotiation outcomes into an online survey, and where you can compare your own negotiation outcomes to those of your classmates. You will receive an email indicating how to create an account with *iDecisionGames* before our first class meeting. During the distance portion of this class, your outcomes from each negotiation exercise must be entered into *iDecisionGames* by 6:00pm EST of the day before each class meeting.

Honor Code

The Fuqua Honor Code applies to this course in the following ways:

- You may not use any material from someone who has taken this course in the past. After you have completed the course, you may not give any material to anyone else.
- You may not share or discuss any of the cases or debriefing materials with students in other sections until after they have completed the exercises themselves.
- You are expected to complete individual assignments on your own without assistance from classmates or external sources (this includes ChatGPT).
- You may not show your confidential role instructions to the other side, although you are free to tell the other side whatever you would like about your confidential role information.
- You may use a variety of strategies in your negotiation, including misrepresentation. However, you may not make up information that materially changes the exercise (e.g., your family has just bought the company you are currently negotiating with for a job), or accept agreements that are not in the spirit of the exercise.
- When you have completed a negotiation simulation, you may not show your confidential information with the opposing party until after the debrief. The exercises do not always end once an agreement is reached.

Attendance Policy

Attendance is crucial to this course, for two reasons. The first is that the in-class negotiations and discussions are by far the most important component of the course—they are necessary for learning and developing negotiation skills. The second is that if you are absent, one or more of your classmates will not have a counterpart with whom to negotiate (or will have an incomplete negotiating group), which will negatively impact your classmates' learning experience.

Thus, you are expected to participate in all negotiation exercises. Your participation grade will reflect your completion of the exercises in each class in addition to the quality of your participation in classroom discussions. You may not make up class or complete negotiation exercises outside of class, as it is the combination of doing the exercise and having the debrief with peers that is key to learning.

Of course, things will come up—conferences, interviews, emergencies. However, because of the exercise-based nature of the class, **if you know you need to miss multiple class sessions this term, you should consider rescheduling this elective.**

Required Text

There is one required book for this course: "*Getting to Yes*" by Fisher, Ury, & Patton. You can buy this book at the bookstore or online. You can read it at any time during the term, but it must be finished before your final group project. There are some recommended readings (none of which are required) that are part

of your coursepack. These readings are designed to supplement material discussed in class. All students are legally required to purchase the negotiation exercises; you can pay during coursepack distribution.

Course Requirements and Grading

It is your responsibility to follow the course schedule and keep track of the due dates and submission procedures for all graded assignments. Late assignments will not be accepted, including, importantly, the planning documents.

Grade Breakdown:

- **Preparation and Participation** **25% Total**
 - Planning documents 10%
 - Class participation 15%

- **Analytical Exercises:** **30% Total**
 - Exercise 1 15%
 - Exercise 2 15%

- **Multi-Round Negotiation:** **20% Total**
 - Group Scoring System 15%
 - Peer evaluations 5%

- **Final Group Project:** **25% Total**
 - Final Paper 20%
 - Peer evaluations 5%

Preparation and Participation (25%)

Planning documents (10%). You should plan to participate in every in-class negotiation. To help you prepare fully for the role you will play in each negotiation, you are required to complete a planning document for most cases. A basic planning document template is provided at the end of this syllabus.

Preparation is the single most important way you can improve your performance in a negotiation. Planning documents help you to prepare for negotiations by asking you to consider different aspects of the exercise before you negotiate. Time spent on preparation should focus on assessing not only your interests and goals but also those of your counterpart(s). The more complete the information you have about yourself and other parties, the more control you can assume over your own actions and reactions during the negotiation process. When you don't have information about your counterpart(s), you should make the best estimates you can based on the information that you were given.

Planning documents will be graded based on degree of completion (rather than on content). Those who attempt to complete every section of the planning document get a score of 4/4, those who only partially fill out the planning document get a score of 2/4, and those who do not submit a planning document get a score of 0/4. During residency, planning documents are to be uploaded to Canvas by the start time of your class; during distance, planning documents are to be uploaded to Canvas by 6:00pm EST on the day before our class session. Late planning documents will not be accepted.

Participation (15%). Each class will include a debriefing session, in which students share their experiences and discuss results, strategies, and reactions to the process. Class participation is an important part of the learning process in this course, much more so than in almost any other course. You will be evaluated by the professor on the quality of your contributions and insights in the debriefing sessions and other class discussions.

Quality comments in class possess one or more of the following properties:

- offer a different (but relevant) perspective
- contribute to moving the discussion and analysis forward
- build on other comments
- apply concepts learned in class to negotiation experiences
- ask other students interesting questions to get a deeper understanding of their experience

Analytical Exercises (30%)

You will complete two analytical exercises in this class, each of which will be worth 15% of your final grade. These exercises are individual assignments that assess your understanding of how to apply course principles to various negotiation scenarios. To do well on these, you will need to have a coherent understanding of topics that we cover in class. Although paying attention in class will equip you with sufficient knowledge to do well on both analytical exercises, those who excel typically go above and beyond by engaging with the recommended readings from your coursepack.

Multi-Round Negotiation (20%)

The final negotiation exercise in this class is a multi-round negotiation. For this multi-round negotiation, you will be assigned to work in groups of three. Your group will be assigned either the role of union negotiators (Local 190) or company representatives (the Adam Baxter Co.), and will negotiate with another group for all three rounds of negotiations. Your group will work together to develop negotiation strategies and complete the negotiations. You will receive the information for each round of negotiations for ABC/Local 190 in advance of the exercise.

Group Scoring System (15%). Before the first round, your group will be asked to turn in a scoring system and team planning document for this negotiation. Instructions for this group scoring system and planning document will be posted to Canvas, as this particular assignment will be more involved than a traditional planning document.

Peer Evaluations (5%). At the end of the multi-round negotiation, you will be asked to evaluate your fellow group members' contributions to the negotiations. Your group's evaluation of you makes up 5% of your grade. The evaluations will be kept strictly confidential. Note that failure to complete these peer evaluations will result in you being given a score of zero for this portion of your final grade.

Final Group Project (25%)

Final Paper (20%). The final project will be completed in **chosen groups** of 4 to 5 students. Please note that **this is the only assignment in class that will be completed with your chosen groups**. Every other group activity in this class is completed in assigned groups. In this project, your group will analyze a negotiation. Select an incident that provides sufficient detail and complexity to allow a rich analysis. (Secret negotiations aren't going to work, unless media coverage reveals what happened.) This can be a negotiation in a business context, an international treaty, or a policy issue. It can be ongoing or from the past—whatever provides an interesting and rich example to analyze using the concepts introduced in this course. It should not be based on a fictional case, as from a movie or a book, or on a personal experience. The papers should not exceed 7 double-spaced pages, exclusive of tables, references, appendices, etc. The papers should be typed in 12-point font with 1-inch margins. A brief proposal identifying the topic and the scope of the project will be submitted to the instructor in advance, as indicated on the course schedule, for approval.

Examples of suitable topics for the final paper include:

- Mergers, acquisitions, takeovers, whether successful or failed (e.g., various airline mergers).

- Verizon-Vodafone; Coty-Avon; Cracker Barrel-Biglari; Microsoft-Yahoo; TWC-CBS)
- Apple and U.S. book publishers deal
- Teachers' unions and state governments (e.g., 2013 in Philadelphia; 2012 Chicago strike)
- Labor unions (e.g., Wisconsin labor vs. state government in 2011; NHL or MLB or NFL...)
- U.S. Congress (e.g., sequester, fiscal cliff)
- Banks and U.S. government in 2008
- Israeli-Palestinian negotiations
- U.S. diplomacy efforts in Middle-East
- Hostage negotiations (e.g., FBI in Waco TX; Somalian pirates)

The purpose of this final project is to provide an opportunity to analyze a topic related to negotiations and demonstrate an in-depth understanding of the concepts introduced in the course, including concepts from *Getting to Yes*. The quality of the analysis is much more important than the topic itself. Final projects should emphasize analysis, rather than description, of a negotiation. Specifically, the paper should be structured in terms of analysis rather than in terms of chronology or description of events (although enough information about the situation should be included to allow the reader to understand your analysis). Include ideas about what was done skillfully, how the negotiations could have been improved, or recommendations for what should happen, if it is a case that is still on-going. The following criteria will be considered in the grading of final projects: depth and quality of analysis, intellectual understanding (how accurately do you use concepts from the course and *GTY* book), creativity, and organization/presentation. Given that there is no final exam, it is important that the final project integrates analytic concepts learned throughout the course. Please be sure that all information sources are referenced, and information within the paper is properly cited.

Peer Evaluations (5%). After turning in the final paper, you will be asked to evaluate your fellow group members' contributions to the final paper. Your group's evaluation of you makes up 5% of your grade. The evaluations will be kept strictly confidential. Note that failure to complete these peer evaluations will result in you being given a score of zero for this portion of your final grade.

PLANNING DOCUMENT

Negotiation: _____ Role: _____

What issues are most important to you (in parenthesis list your position on each issue)?

- 1.
- 2.
- 3.
- 4.
- 5.

What is your BATNA? Reservation Price? Target?

What are your sources of power?

What issues are most important to your opponent (in parenthesis list their expected position on each issue)?

- 1.
- 2.
- 3.
- 4.
- 5.

What is your opponent's BATNA? Reservation Price?

What are your opponent's sources of power?

What is your opening move/first strategy? Other important information? You should also create contingencies and plans of action given potential moves by your opponent.

Residency: An Overview

Date	Topic	To Do Before Class	In Class	After-Class Readings
Class 1 10/1	Introduction & Single-Issue Two-Party Negotiations	Make an account with <i>iDecisionGames</i> (check your email for the link).	Prepare, Negotiate & Debrief <i>BioPharm Seltek</i>	<i>Anchoring and Adjustment</i> <i>Batten Down the Anchors</i> <i>Why Dick & Jane Don't Ask</i>
Class 2 10/2	Multiple-Issue Two-Party Negotiations	Start reading <i>Getting to Yes</i> (at your own pace through term); Prepare <i>New Recruit</i>	Negotiate & Debrief <i>New Recruit</i>	<i>15 Rules for Negotiating a Job Offer</i> <i>Post-Settlement Settlements</i>
Class 3 10/3	Advanced Strategies (Beyond "Win/Win")	Prepare <i>Moms.com</i> ; Submit Planning Document; Submit Analytical Exercise 1	Negotiate & Debrief <i>Moms.com</i>	<i>Stubborn or Irrational?</i> <i>Five Essential Strategies</i>
Class 4 10/4	Negotiating as Agents	Prepare <i>Bullard-Houses</i> ; Submit Planning Document	Negotiate & Debrief <i>Bullard-Houses</i>	<i>Bargaining with the Devil</i> <i>Negotiating with Liars</i>
Class 5 10/5	Multiple-Party Negotiations & Coalitions	Prepare <i>FG&T Towers</i> ; Submit Analytical Exercise 2	Negotiate & Debrief <i>FG&T Towers</i>	<i>When Relationships Matter</i>
Class 6 10/6	Dispute Resolution	Prepare <i>Viking</i> ; Submit Planning Document	Negotiate & Debrief <i>Viking</i>	<i>Negotiating with Emotion;</i> <i>For Better or Worse;</i> <i>Control the Negotiation Process</i> <i>Before it Begins</i>

** All "To Do Before Class" deliverables are due to the Canvas website prior to the start of **your specific class time**.

Distance: An Overview

Date	Topic	To Do Before Class	In Class	After-Class Readings
Class 7 10/21	Mediation	Prepare <i>Mediation/Telepro</i> ; Submit Planning Document; Negotiate Mediation/Telepro; Submit Group Final Paper Topic.	Debrief <i>Mediation/Telepro</i>	<i>Culture and Negotiation Getting to Si, Ja, Oui, Hai, and Da</i>
Class 8 10/28	Cross-Cultural Negotiations	Prepare <i>Alpha-Beta</i> ; Submit Planning Document; Negotiate <i>Alpha-Beta</i>	Debrief <i>Alpha-Beta</i>	<i>AMPO v. City Tradeoffs and Concessions</i>
Class 9 11/4	ABC/Local Round 1	Submit Scoring System for <i>ABC/Local 190</i> ; Complete Round 1 of <i>ABC/Local 190</i>	Debrief related to team-based negotiation.	<i>When Negotiations Fail: Causes of Breakdown and Tactics;</i> <i>Three Keys to Navigating Multiparty Negotiations;</i> <i>Too Hot to Handle?</i>
Class 10 11/11	ABC/Local Round 2	Complete Round 2 of <i>ABC/Local 190</i>	No Class Meeting Today.	<i>Putting Negotiation Training to Work</i>
Class 11 11/18	ABC/Local Round 3	Complete Round 3 of <i>ABC/Local 190</i> ; Complete Peer Eval on <i>ABC / Local 190</i> Survey; Complete Class Awards Survey	Debrief <i>ABC/Local 190</i> Class Wrap-Up and Class Awards	

** All "To Do Before Class" items during the distance portion of this class must be submitted by 6:00pm EST on the day prior to each class meeting. Negotiation outcomes for each exercise must also be entered into *iDecisionGames* by this time.

**Final group papers and peer evals on final papers will be due by Monday November 20th at 11:59pm EST