MBA 726-001: Negotiations in Organizations
Room assignment on Patriotweb

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Hours: by Appointment

COURSE OBJECTIVES & FORMAT

Negotiation is a means of meeting your interests (e.g., getting what you want) when doing so depends on others. Negotiation is effective when you get more or lose less than you would have if you did not negotiate, and getting more of what you want is always the objective when negotiating. Any situation which involves multiple parties, apparent conflict, and interdependence has negotiation potential.

This course will teach you how to be a better negotiator by
  • Learning to identify opportunities for negotiation
  • Understanding how to analyze a situation for negotiation potential
  • Understanding how to plan for behavior during the negotiation

Your ability to do the above skills will depend greatly on some more general skills which we will also practice, specifically:
  • Knowing how to analyze
  • Knowing how to think efficiently
  • Knowing how to think critically
  • Knowing how to adapt and deal with ambiguity

REQUIRED MATERIALS
Negotiation, Matthew A. Cronin, Kevin W. Rockmann, Claus W. Langfred

HOW TO SUCCESSFULLY STUDY AND LEARN IN THIS CLASS
There are three basic processes:

1) **PREPARE:** Read and reproduce the material – You need to read the book, but this class requires FAR more than memorizing. It is also important that you can understand and explain the material in your own words. Do whatever you need to ensure you understand the material including highlighting, tabbing, writing down any questions you have to discuss in class etc.

2) **PRACTICE:** Use what you have learned – Go beyond the book. Look for cases on line. Try things you have learned in class on your friends/family/coworkers. Take advantage of the opportunities inside the classroom as well to practice your skills.

3) **PARTICIPATE:** Most of what you will read you will think you understand. Then when I ask you direct questions, you will see you are fuzzier than you thought. I do this in class. In fact 90% of your evaluation feedback happens in class. Some subset of students will usually be up front on the “hot seat.” Odds are that they will do the same things you would, so you should be watching and learning from them – that may be even more important than when you are on the hot seat (and your learning is clouded by emotion, anxiety, etc.).

**The importance of failure.**
You should be prepared to make a lot of mistakes and often be wrong as you are answering questions about the material. This is expected and it is okay to be wrong. People can be timid about suggesting answers that will be criticized, especially in public. But criticism is part of learning. You cannot learn if you do not push yourself to the point of failure. From your mistakes you learn to adapt and fix your weaknesses. Alternately, if you give me an answer and I say “Yes, that is correct.” What have you learned? What has anyone listening learned?

➢ **NOTE** I will give everyone public feedback because if one person is making a mistake, I am 100% certain others are as well.

**EVALUATION**
Here are the big picture things I value from least to most importance:

1) **Competence** – this pertains to both your ability to apply knowledge correctly, and (as is often overlooked) your ability to know which kind of knowledge is most appropriate in ambiguous situations. Negotiations are always ambiguous situations. *Note that competence is not how good a negotiator you are, but how well you know what I teach you.* But people come in with varying levels of innate talent at negotiation, I do not grade you on that. I grade you on what I teach.

2) **Creativity** – The ability to come up with novel and useful ideas that can be applied to what you are doing. Creativity is one thing American education still has a huge competitive advantage in. You need to learn to develop those skills, for to make creative agreements in a negotiation (or to get around roadblocks), you need to be able to think flexibly and insightfully. Creativity is also how you will build on the foundation of knowledge that you learn in this class.

3) **Growth** – I care most that you try to improve. You should put time and attention into the class, try to contribute in a positive way to the classroom experience so that you can improve – that is what you are paying for. You should be better when you leave the
class than when you started. We know from the research that stretch goals are the most effective. My job is to help you articulate these.

Generally speaking, the course has three phases. All phases involve knowing (where you show me you understand the abstract knowledge), seeing (where you show me you can identify the abstract knowledge in context), and doing (where you show me you can put the lessons learned to use) activities. All phases will also tend to have **Class exercises**: We will do role plays where you have to act as though you are a particular party in a negotiation. We will also have the occasional impromptu homework assignment. The differences in the phases are as follows:

**PHASE 1: Learning how to think about negotiation conceptually**

In this phase, we focus on understanding and applying the concepts from the book, more or less in isolation. The point is to make sure you understand the technical concepts that we use to analyze negotiations with sufficient sophistication and nuance. Classes will have the following activities where you will sharpen your learning:

- **Cold calls** - I call on you to see whether or not you know what a concept means. You tell me what the concept means in your own words. I tell you how good your answer was.

- **Chapter Questions** - Everyone will come prepared to discuss these in class. In class I will pick people at random to come up and give their answers.

- **Concept application** – Each chapter has concept application questions at the end. I will assign people at random for these exercises. *You will execute these assignments in your real life.* You will do this activity outside of class, but you will then report back to class on what you learned about the concept. You will report to the class
  1) What you did
  2) How it used the concept
  3) What you learned

You will give a short (four (4) minute – hard deadline) presentation to the class to communicate this. I will ask questions during the presentation if I don’t understand things.

- Competence is about doing what the assignment asks for.
- Creativity is about taking an interesting approach to the problem.
- Effort is about an engaging presentation.

**Common mistakes to avoid:**

1) **Not answering the question** – if I ask you to “change someone’s mind,” focus on that, don’t tell me about negotiating for a car

2) **Only telling a story of what happened** – A story recounts what happened, I want to know what you learned what the class can learn from the experience. Remember to provide evidence for how you learned what you did, and why you learned the right thing.

3) **Naming concepts** – We learn concepts so we can analyze what happened. Simply knowing what to call things is not helpful unless we understand how these fit together. So don’t make lists: “my BATNA was..., I used and aspiration frame..., I used a highball....” I only want you to tell me about concepts related to what you learned. Go deep, not wide.
**PHASE 2: Learning to analyze negotiation situations**

In this phase, you learn how to integrate the concepts you have learned in phase 1 to make intelligent inferences about ambiguous situations. You must also learn to identify which are the important concepts in a situation, this will help you think efficiently.

At the culmination of this phase we will watch a complex multiparty negotiation and analyze what is happening *in real time*.

**PHASE 3: Putting your knowledge into action**

In this phase, you show me you can apply what you have learned to actual negotiations. These activities will require advance preparation, and will be done in front of class. It is imperative that you read and prepare for these activities BEFORE coming to class.

**GRADES**

There are six gradable activities, all but the clip analysis is required

<table>
<thead>
<tr>
<th>Activity</th>
<th>Due</th>
<th>An A is</th>
<th>Points</th>
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<tbody>
<tr>
<td>Final paper (see below)</td>
<td>October 20th</td>
<td>Error-free, ambitious, demonstrating an understanding of course material, analytical, insightful</td>
<td>10</td>
</tr>
<tr>
<td>Class Participation</td>
<td>During all class time except breaks</td>
<td>You are an engaged student – focused on class material and whatever activity we are doing</td>
<td>20</td>
</tr>
<tr>
<td>Concept application</td>
<td>See schedule on Blackboard</td>
<td>I see competence, creativity, effort</td>
<td>5</td>
</tr>
<tr>
<td>“Ask” assignments</td>
<td>Entered into Qualtrics each week <em>before</em> class</td>
<td>Increasingly ambitious attempts</td>
<td>5</td>
</tr>
<tr>
<td>Process test</td>
<td>Taken in class 9</td>
<td>Answers that are insightful, that conform to what we have learned, and that are well supported with evidence</td>
<td>10</td>
</tr>
<tr>
<td>Clip analysis (see below)</td>
<td>During Phase 3</td>
<td>I see competence, creativity, effort</td>
<td>+2 extra credit max</td>
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<table>
<thead>
<tr>
<th>Grade</th>
<th>A</th>
<th>B+</th>
<th>B</th>
<th>C+</th>
<th>C</th>
<th>D</th>
<th>F</th>
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<tr>
<td>Minimum points needed</td>
<td>46</td>
<td>44</td>
<td>40</td>
<td>38</td>
<td>34</td>
<td>28</td>
<td>&lt;28</td>
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**Negotiation Paper**: The final project is you will plan for and execute a negotiation where you get someone or some organization to donate money to a charitable cause. This is a capstone exercise, so not only does it touch on all the objectives and ways we will try to meet them, but it also challenges you to synthesize and execute the broader skills from the course (planning, analysis, process adaptation, and analytical reflection).

- It does not matter who the money or items come from, or who it goes to. The paper tells me about how you secured a donation, and focuses on the strategic and tactical choices you made in getting that donation, as well as what you would do better next time.

The focus of the paper must be on the negotiation material you have learned.
As a negotiation class, the paper needs to be about how the negotiation went. As a capstone activity, I am looking for evidence that you understood and could put into use what I have taught you. If you tell me a brilliant and complex story of a negotiation that has no connection to what you learned from class, you will not do well. You do not have to cover everything we have learned, only what is most relevant for this experience.

Outcome matters, but only inasmuch as it demonstrates how you have learned from the course. Raising $10,000 is a lot harder than raising $500, unless the $10,000 came from your rich uncle and the $500 came from donations by inner city welfare recipients. At the same time, negotiation is about being smart in your choices about whom to ask. Thus the person who chooses to try to raise money from the welfare recipients may not have made such a good strategic decision.

- The paper should include a plan (about 1-2 pgs.) an analysis of the negotiation process (about 2 pgs.) and an analysis of what you learned from it that you will use in your next negotiation (about 1 pg).
- Note that this severely limits your ability to get multiple donors. You may be able to raise a lot of money by asking your customers at work to contribute to some charity, but this leaves very little to plan, no process to analyze, and little to think about with respect to what you could have done better.
- The paper should be no more than 5 pages of double-spaced text in 12-point font, with one-inch margins all around. No fancy binders or folders, please; just staple the pages together. I stop reading at the end of page 5.
- As a final note, I need a receipt of the donation (or at the very least a contract for the future event/donation).

Extra credit clips – You can find a negotiation clip for class that you believe demonstrates some lesson about negotiation. The clip should demonstrate some kind of negotiation lesson in a setting that is fictional and part of some other story. In essence, this is like the clip analyses we did in phase 1 except you are finding the clip, and you are writing up what insightful lesson we can take from it.

- Competence is about seeing a lesson in the clip, and not merely naming concepts. The big picture lesson you teach is about how concepts work TOGETHER. I can’t stress that enough.
- Creativity is about finding a situation that is very different from a typical negotiation.
- Effort is about a well doctored clip that I can keep and an error free analysis (<1 pg, 12 point 1 inch margins double spaced).

Common mistakes to avoid:
1) Giving me an instructional video clip – I want your analysis, not another person’s
2) Not giving me a clip that I can post to youtube – I don’t want a movie, and I don’t want something I can’t keep.
3) Missing the point – Clips can sometimes demonstrate lots of things. The lesson needs to be central in the clip.
4) Talking about details when you should be justifying your claim – Provide good evidence for your insight, we need to believe your interpretation.

HONOR SYSTEM AND CODE
For all but the process test and the final paper, you are free to help each other out. What I want to see when you come in to class is that you, as an individual, can apply what I have taught you. Whether you got this from solitary reading, a study group, or some other means is immaterial.

The Honor System and Code adopted by George Mason University will be enforced for this class. For a full description of this code please refer to http://www.gmu.edu/catalog/acadpol.html. In adherence with 

III. Responsibility of the Faculty, a delineation of Honor Code Violations for this class is provided below.

III.A. Group participation is permissible during in-class small group exercises and while studying for Exams. Homework assignments in preparation for the following class period may also be discussed among classmates. Discussion with classmates in other groups with regard to the group project should be limited to format and structure and not include content. No discussion will be permitted while taking Exams.

III.B. Study aids, memoranda, books, data, and other information are not permissible to use while taking the Exams.

III.C. When using material from the textbook or other sources (including the internet), non-original thoughts, concepts, etc. should be cited in accordance with standard academic guidelines (e.g., APA or MLA).

The following is a general calendar for when class wide assignments are due. Specific assignments (e.g., specific concept applications clip analyses, etc.) will be posted after the final class roster is established. I reserve the right to adjust the syllabus and assignments as I see fit in response to any developments that occur throughout the semester.

<table>
<thead>
<tr>
<th>Class</th>
<th>Date</th>
<th>Due*</th>
<th>Read</th>
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<tbody>
<tr>
<td>1</td>
<td>18-Aug</td>
<td></td>
<td>Preface, Syllabus</td>
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<tr>
<td>2</td>
<td>25-Aug</td>
<td></td>
<td>Chapter 1</td>
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<tr>
<td>3</td>
<td>1-Sep</td>
<td>Ch 1 Concept Application (CA)</td>
<td>Chapter 2</td>
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<tr>
<td>4</td>
<td>8-Sep</td>
<td>Ch 2 CA</td>
<td>Chapter 3</td>
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<tr>
<td>5</td>
<td>15-Sep</td>
<td>Ch 3 CA</td>
<td>Chapter 4</td>
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<tr>
<td>6</td>
<td>22-Sep</td>
<td>Ch 4 CA</td>
<td>Chapter 5</td>
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<tr>
<td>7</td>
<td>29-Sep</td>
<td>Ch 5 CA</td>
<td>Chapter 6</td>
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<tr>
<td>8</td>
<td>6-Oct</td>
<td>Ch 6 CA</td>
<td>Chapters 7-8</td>
</tr>
<tr>
<td>9</td>
<td>13-Oct</td>
<td>Process test</td>
<td></td>
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<tr>
<td>10</td>
<td>20-Oct</td>
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*Concept application (CA) questions are assigned to people and posted on blackboard. These are updated throughout the semester.