MBA 726
Negotiation
Module 3
Professor Rockmann

Class meets: Wednesdays, 6:30-10:05, Mason Hall D001
Office: Enterprise Hall 022
Office hours: Flexible
Contact: krockman@gmu.edu

This is a course about theory and practice. Theory is how we explain things that happen in the world. Most of the truly useful information you know is theoretical. Theoretical information allows you to adapt what has worked in the past to address new and different challenges. Good practice comes from good theory. In this course, it is not important just to know what works; you also need to know why what works so that you can generalize it to new situations.

This is a course about skills and experience. Reading about theory is not always the best way to learn about theory. For the lesson to sink in, you need to have it happen to you – to experience it. In this class, we will do things to see what happens, and then talk about what happened, in order to get those lessons to sink in. Most, but not all, of our exercises will take place during class; typically, we will do an exercise and then discuss it.

This is a course about participation and involvement. The typical format of our in-class sessions will be an exercise along with a discussion about what happened in the exercise. Attendance, preparation, and participation are all expected. If you expect to miss many classes, please consider taking a different course. Your enthusiastic participation in class is not only necessary for your own learning, but also for the learning of your classmates. It is the responsibility of students who miss class to meet with other students to learn what they missed.
LEARNING GOALS
1. Students will demonstrate written, oral and presentations skills necessary to explain problems and solutions effectively and persuasively.
2. Students will learn the fundamental terminology, tools, and techniques for effectively negotiating.
3. Increasing students’ confidence and effectiveness in negotiating.

EVALUATION
In a course like this, there are generally three levels of understanding that you can demonstrate. The first level is correct explanation and application of the concepts (B level work); the second level is correct explanation of the concepts along with a demonstration of somewhat creative thinking OR an exceptionally accurate description of concepts (B+/A- level work); the third level is correct explanation and demonstration that you have thought enough about the concepts and their application to have significantly learned from that thinking and gained insight (A level work). To earn A grades in this class, it therefore means that you not only have to know the material, but you have to challenge your thinking on the topics, engage the material at a deep level, and be willing to think critically about the implications of what you are studying. If you miss assignments or show a lack of understanding of concepts, it will be C level work or lower.

1. Midterm. There will be one midterm in the class that will cover the reading material, the class discussions/lectures, and the class exercises up to that date. This will be an in-class, closed note midterm, and will consist of multiple choice and short essay questions.

2. Team Analysis of Frasier. Your team will analyze the negotiation case Frasier. More detail will be provided on Blackboard.

3. Team Presentation. You and your team will be charged with presenting an analysis of a real-world negotiation. This could be something that has been observed by a member (or members) of the team or it could be a conflict reported on in the news. It should NOT be a personal experience. Your presentation should be 20 minutes. See Blackboard for more information.

4. Peer Feedback. After two of our in-class negotiations, you will provide feedback for those classmates with whom you negotiated. You will be graded on completing the feedback form and the quality of feedback you provide. The feedback you receive will help you and your classmates become more skilled negotiators. Please plan on recording these negotiations and using the recordings as you provide (and receive) feedback.

5. Personal Negotiation Plan and Analysis. You will be tasked with negotiating something outside of class and then analyzing that experience. See Blackboard for more information.
6. Contributions to Class. Because the bulk of learning in this course comes from the exercises and our discussions about them, it is essential that everyone in the course enthusiastically and actively contribute to the class experience. Further, as we all learn from each other, when you do not participate, we cannot learn from you. Class contributions come from being prepared, taking the exercises seriously, and contributing to discussions. Obviously, attendance is a prerequisite to contributing to the classroom activities. Attendance is not required nor do you have to get permission to miss class, but you cannot contribute when you are not in class. Contributions to in-class discussions come from both quantity and quality.

A Note on Team Grades and Free Ridership. All team members will get the same grade on each of the team assignments unless at least two people in the team decide to change to a peer performance appraisal system. Under such a system, members will rate one another's contribution for each of the team assignments that your team chooses to invoke the peer appraisals on, and individual grades will be adjusted (both upward and downward) based on these ratings. If you decide to go with the peer performance appraisal system, prepare a document to that effect signed by at least two members of your team to be submitted with each team assignment(s) for which you wish to do this, and I will contact you for your evaluation of your fellow team members' contributions. You cannot decide to do peer performance appraisal after you receive your grade. You must tell me and hand in the document with signatures of the majority of the team when the assignment is due.

Weights of Deliverables

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<thead>
<tr>
<th>Deliverable</th>
<th>% Weight</th>
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<tbody>
<tr>
<td>Midterm</td>
<td>15%</td>
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<tr>
<td>Personal Negotiation Plan</td>
<td>10%</td>
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<tr>
<td>Personal Negotiation Analysis</td>
<td>25%</td>
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<tr>
<td>Team Negotiation Presentation</td>
<td>20%</td>
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<tr>
<td>Team Analysis of Frasier</td>
<td>15%</td>
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<tr>
<td>Peer Feedback (2 times)</td>
<td>5%</td>
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<tr>
<td>Contributions to Class</td>
<td>10%</td>
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Required Materials
The way I handle readings in this class is different from most other classes. We will rarely have “lecture” in class. Class is time for you to practice and reflect on your negotiation skills – to put the theory to practice and talk about what happened. That means you are responsible for reading prior to class and coming with any questions.

1. Untitled Rockmann et al. Negotiation Textbook (available on Blackboard)
4. DRRC (Dispute Resolution Resource Center) materials: Will describe in first class – please bring a check made payable to Kevin Rockmann for $10.50 (3 x $3.50). You can also use Paypal: ROCKMANNK1@YAHOO.COM

HONOR CODE
The honor code applies to all work required for this class. You are free to confer with other people when working on your paper, but the final decisions about the papers and the writing should be your own. Details about the GMU honor code are at: http://academicintegrity.gmu.edu/honorcode/

Standards of behavior: The mission of the School of Management at George Mason University is to create and deliver high quality educational programs and research. Students, faculty, staff, and alumni who participate in these educational programs contribute to the well-being of society. High quality educational programs require an environment of trust and mutual respect, free expression and inquiry, and a commitment to truth, excellence, and lifelong learning. Students, program participants, faculty, staff, and alumni accept these principles when they join the SOM community. In doing so, they agree to abide by the following standards of behavior:
- Respect for the rights, differences, and dignity of others
- Honesty and integrity in dealing with all members of the community
- Accountability for personal behavior

Integrity is an essential ingredient of a successful learning community. Ethical standards of behavior help promote a safe and productive community environment, and ensure every member the opportunity to pursue excellence. SOM can and should be a living model of these behavioral standards. To this end, community members have a personal responsibility to integrate these standards into every aspect of their experience at the SOM. Through our personal commitment to these Community Standards of Behavior, we can create an environment in which all can achieve their full potential.

OTHER

E-mail: I will occasionally send e-mail messages to the entire class. I will use the GMU mailing list associated with this class.

Disability: If you have a disability and you need academic accommodations, please see me and contact the Office of Disability Services (ODS) at 703-993-2474. All academic accommodations must be arranged through the ODS. Please take care of this during the first two weeks of the semester. More information about ODS is available at http://www.gmu.edu/student/drc
Religion: Students who will miss class for religious reasons should inform me of their anticipated absences as soon as possible.

Counseling center: George Mason University has a counseling center that can provide assistance if you find yourself overwhelmed by life, want training in academic or life skills, or the like. More information is available at http://www.gmu.edu/departments/csdcl.

Writing center: George Mason University has a writing center that can help you improve your English writing skills. There is even an office in Enterprise Hall, which is home to the School of Management. More information is available at 703-993-1824 and http://writingcenter.gmu.edu/.

Inclement weather & campus emergencies: Information regarding weather related changes in the University’s schedule (e.g., closing or late opening) will be provided on the GMU website, on the University’s information line (703-993-1000), and will be sent out via Mason Alert. I plan to hold class unless the campus is officially closed. If class is cancelled due to inclement weather or other emergency, activities (e.g., coverage of material, exams, etc.) scheduled for that class will be moved to the next class.
## Course Schedule

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<tr>
<th>Class</th>
<th>Topic</th>
<th>Reading Assignment / Class Activity</th>
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| **Week 1: 2/4** | Intro to Negotiation          | Negotiation Textbook: Preface, Chapters 1-2  
                                    Diamond: Chapters 1-3                                                                        |
|             |                                | **Exercise:** Tahiti  
                                    **Exercise:** The New Recruit                                                                  |
| **Week 2: 2/11** | Reciprocity and Collaboration | Getting to Yes: Entire Book  
                                    Negotiation Textbook: Chapter 3  
                                    Diamond: Chapters 5, 7, 9, 10                                                                   |
|             |                                | **Exercise:** El-Tek (Recorded)                                                                   |
|             |                                | **Deliverable:** Peer Feedback #1 *(to be completed via Qualtrics after El-Tek)*                 |
| **Week 3: 2/18** | Power from Formal Sources     | Negotiation Textbook: Chapter 4  
                                    Diamond: Chapter 4                                                                               |
|             |                                | **Exercise:** Chestnut Drive (DRRC)                                                               |
| **Week 4: 2/25** | Alternatives                  | Negotiation Textbook: Chapter 5                                                                              |
|             |                                | **Exercise:** Nuclear (Recorded)                                                                    |
|             |                                | **Deliverable:** Midterm *(covering chapters 1-5, Diamond readings, class exercises, and class discussions)* |
| Week 5: 3/4 | Leveraging Uncertainty | Negotiation Textbook: Chapter 6
Exercise: Performance Review (Recorded)
Deliverable: Peer Feedback #2 (to be completed via Qualtrics after Performance Review) |
| Week 6: 3/11 | Saving Face & Motivation | Negotiation Textbook: Chapters 7 and 8
Diamond: Chapters 6 and 13
Deliverable: Team Analysis of Frasier (Blackboard) |
| Week 7: 3/18 | Building Relationships (No Class) | Negotiation Textbook: Chapter 9
Diamond: Chapter 11, 12
Watch “12 Angry Men” (1957 version)
Deliverable (can be turned in earlier): Personal Negotiation Plan (Blackboard – Ch. 11 of Negotiation Textbook will help with plan)
One-on-one meetings with Prof. Rockmann – Schedule TBD |
| Week 8: 3/25 | Culture | Negotiation Textbook: Chapter 10
Diamond: Chapter 8
Exercise Introduction: Mexico Venture General Information
Exercise: The Mexico Venture (DRRC) |
<p>| Week 9: 4/1 | Putting it all Together | Diamond: Chapters 14-16 |</p>
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<thead>
<tr>
<th><strong>WEEK 10: 4/8</strong></th>
<th>Course Wrap</th>
<th>Exercise: Cobalt (DRRC)</th>
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<tr>
<td><strong>FINAL: Due 4/12</strong></td>
<td>Deliverable: Personal Negotiation Analysis (Blackboard)</td>
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