

Spring 2-1-2004

MBA 645.01: Business Negotiations

Fengru Li

University of Montana - Missoula, fengru.li@umontana.edu

Let us know how access to this document benefits you.

Follow this and additional works at: <https://scholarworks.umt.edu/syllabi>

Recommended Citation

Li, Fengru, "MBA 645.01: Business Negotiations" (2004). *Syllabi*. 9690.
<https://scholarworks.umt.edu/syllabi/9690>

This Syllabus is brought to you for free and open access by the Course Syllabi at ScholarWorks at University of Montana. It has been accepted for inclusion in Syllabi by an authorized administrator of ScholarWorks at University of Montana. For more information, please contact scholarworks@mso.umt.edu.

MBA 645 BUSINESS NEGOTIATIONS

Two-credit Weekend Course
School of Business Administration
University of Montana, 2004, Spring
Jan. 30, 31, Feb. 1st
Feb. 27, 28, 29

Fengru Li, Ph.D.

Assistant professor

Management Dept., School of Business Adm..

Office Phone: 243-2727

E-mail: fengru.li@business.umt.edu

Web page: <http://www.umt.edu/faculty/fengru>

Class Meetings: Missoula Campus, Business School Building, rooms 226 (1st meeting) and L09

Office Hours: MWF 10:10-11:00 & by appointment (outside Missoula MBA students may call me home if the matter requires my immediate attention (406) 728-1986

Grading:

Class Participation	20% (warm-up exercises, discussions)
Weekend session	Missing any weekend session leads to "F" of final grade (Those who have to miss certain sessions, say Friday or Sunday sessions, should consider dropping the class. No exception can be made unless it is a medical emergency)
Negotiation Performance	40% (10% each case simulation, 4 to be graded)
Two in-class close-book essay exams	<u>40%</u> (20% Feb.1st mid-term; 20% Feb. 29 final)
	100% (100 pts)

Optional Cross-cultural training proposal to replace essay exams

Overview & Course Objectives:

Objectives: The following is a partial list of course objectives:

- *improve your ability to negotiate effectively
- *be able to analyze negotiation situations
- *develop a strategic plan for effective negotiation
- *gain an intellectual understanding of negotiators' behaviors
- *gain confidence as a negotiator

The purpose of this course is to understand the theory and processes of negotiation so that you can negotiate successfully in a variety of settings. The course is designed to be relevant to the broad spectrum of negotiation problems faced by managers, consultants, etc. If you take advantage of

everything this course has to offer, you will be comfortable and adept in many of your future negotiations. Since almost everyone negotiates all the time, this course is relevant to almost any student pursuing a managerial career.

A basic premise is that the manager needs analytic skills as well as interpersonal skills for effective negotiation. The course will allow students the opportunity to develop these skills experientially and to understand negotiation in useful analytical frameworks.

Each week, we will cover an aspect of negotiation in depth, explicate some key issues, discuss the reading, and examine critical issues that have been raised with regard to your experience.

Honor Code in This Course

- You are expected to be fully prepared and on time for all negotiation exercises (see attendance policy)
- 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 yourself
- Do not make up facts or information that materially change the power distribution of the exercise
- You may use any strategy short of physical violence to reach agreement
- It is not appropriate to borrow notes or discuss cases with people outside of class
- Class discussion stays in class

An essential contribution I ask each of you to make to this course is to be professional in your actions in the class and your interactions with me and with your classmates. Treat the exercises and games seriously. If you are at all frivolous about what we do in the class, you will learn less and provide less opportunity for others to learn. This does not mean that you have to be stern and not enjoy the bargaining we do in class. Instead, it means that you should take your roles seriously and the exercises seriously. You should try to do well and you should not demean the exercises or the people with whom you are negotiating. You should consider the consequences of your action within the framework of the exercise and what they might be actual professional situations. You should do as well as you can within the constraints of the situation.

Course format

The core of the course is a series of negotiation exercises. These are framed and analyzed in terms of readings, lecture, and in-depth class discussions. Whereas we officially meet during required class hours, we may need additional time after class on certain negotiation days. In addition, you will be meeting with other class members outside of class for many of your negotiations. You may have to stay after class to arrange these meetings.

After each exercise, we will discuss what happened and why it happened. We'll discuss strategies that worked and strategies that didn't. If you should use a strategy that did not work, I (or someone else) will probably ask you about it and expect you to be open and willing to discuss it

in class. These exercises will probably be new to everyone. Thus, people will make mistakes and use inappropriate strategies. By delving into the thinking that led to a particular strategy, we can identify biases and not let them interfere with future negotiations. So, I am not picking on you when I ask you about your strategies. To learn as much as we can in this class, we need to discuss not just what happened but why. Hopefully, you will all learn a lot about negotiation and yourselves.

Attendance Policy

MBA 645 has an attendance policy that **is strictly enforced**. You are expected to participate in all negotiation exercises and class discussions. Participation includes full preparation for exercises. Lack of preparation for an exercise will be treated like an absence for that exercise. You are expected to attend *all class meetings during the time for which you are enrolled* and to be prepared (i.e., complete readings in advance of the class meeting).

Readings

Required:

1. Thompson, L. (2001), *The Mind and Heart of the Negotiator* (second edition). Upper Saddle River, NJ: Prentice Hall . (UM bookstore)
2. Case packet--\$3.50/each case (due to roles and confidential information, the cases can not be posted on the web, nor purchased in advance. I'll distribute them in class)

Optional books (will not be used but as "food for thought")

Cialdini, Robert B. (2001) *Science and Practice of Influence*, 4th Ed. New York: Harper Collins College Publishers (\$27-29).

Note: This is an outstanding book introduced to me by an attorney. I first used it in 1998 for MBA645, Professional Management Communication and everyone loved it. The author is a social psychologist, professor, and practitioner at the University of Arizona. The writing is based on solid scientific research from interdisciplinary fields and his field observations.

Fisher, Roger. Ury Willian, & Patton Bruce (1992). *Getting to Yes: Negotiating Agreement Without Giving In*, 2nd Ed. Houghton Mifflin (\$5-13)

Note: This also is an outstanding skill-oriented book derived from Harvard Negotiation Program. I've been using it since 1998 for MBA645, Business Negotiations. The authors are Harvard educators as well as consultants.

Grading

Class participation 20%

Quality of Discussion in class

You are expected to contribute to discussion. You will be evaluated on the quality (not quantity) of your contributions and insights. Expect to be called upon in class. Quality comments possess one or more of the following properties:

1. Offer a different and unique, but relevant perspective based upon analysis and theory (not intuition or casual observation)
2. Contribute to moving the discussion and analysis forward
3. Build on comments of others
4. Transcend the "I feel" syndrome; that is, include some evidence or logic
5. Do not go off on tangents
6. Above all, do not "re-cap" your negotiation! This is boring and self-indulgent.

Out of class negotiation

You will participate in a large-scale out-of-class negotiation project **in addition** to those listed on the syllabus.

You will be working in a group with two other classmates on a multi-round negotiation that will be completed outside of class. Your group will be assigned either the role of union negotiators or company representatives, and will be paired with another group for 3 rounds of negotiations. Your group will work together to develop negotiation strategies and complete the negotiations. You will be asked to complete individual and group questionnaires before and after each exercise. These will be treated as **strictly confidential!**

Negotiation performance (40%)

You will be evaluated on your in-class negotiation performance as well as negotiated results from out-side class negotiations. You will only be compared to others in your same role (e.g., buyers will not be compared to sellers, etc.).

Mid-term & Final Exams: 40% of grade

The close-book short-essay exams will focus on the Thompson's book and the cases you role-played.

4 short essay questions for each exam, scheduled on Sundays of your class.

The purpose of the exam is to ensure that students have read and understood the material and can come to class ready to push the discussion forward. It will not be difficult to do well if you have carefully read the material for that week. If you are not in class when an exam is given, your score will be 0 for that quiz, no exceptions.

Personal Information

Confucius said back in 500 B.C. that it takes one year plan to harvest crops, ten years for a tree, and 100 years for an educated person. My lifetime passion has been in higher education in the global environment. My first career of 10 years was in international business first for the Chinese government and later for American companies doing marketing and sales with clients from countries in the North America, Europe, Asia and the Middle East.

I've taught at Nankai University in China, Hong Kong Baptist University in HK, University of Washington in Seattle, and Business School of the University of Montana since 1997. Courses I've taught both at undergraduate and graduate levels include: Management and Organizational Behaviors; Business Negotiations; Crisis Management, Professional Communication; Intercultural Communications; Business and Society.

My research interests focus on human behaviors in cross-cultural business and organizational settings, and intercultural marketing communications.

My happy family includes a 20-yr-old son at Montana Tech. in Butte, a 14-year-old nephew and two girls from the Missoula and Seattle Humane Society.

I obtained my degree of Doctor of Philosophy (Ph.D.) in 1996 from the University of Washington in Seattle.

Tentative Schedule

Instructor reserves the right to change exercises and cases depending on class progress.

DAY	TIME	TOPIC/ACTIVITIES	ROOM
Friday, Jan.30	5:00 – 5:30	Prep for video-taping	Exec. Boardroom
	5:30 – 7:00	video-taping	
	7:10 – 8:00	Debriefing, course orientation	
Saturday, Jan.31	9:00 – 9:50		L09
	10:00 – 10:50		
	11:00 – 11:50		
	12:00 – 12:50		
	12:30 – 2:00	Provided working lunch	Executive Boardroom
	2:00 – 2:50	TBA	
	3:00 – 3:50		
	4:00 – 4:50		
	Evening	Teams prepare Sunday a.m. team negotiation	
Sunday, Feb.1st	9:00 – 10:00	Course work	
	10:10 – 10:30	Open forum for questions	
	11:30 – 1:00	Exam1 – Chapters 2, 3, 4, 6. & lectures	
Friday, Feb.27	5:00 – 8:00	Presentation of your training proposal followed by critique and discussion from class	Executive Boardroom
Saturday, Feb.28	9:00 – 9:50	TBA	L09
	10:00 – 10:50		
	11:00 – 11:50		
	12:00 – 12:50		
	11:00 – 2:00		
	2:00 – 2:50		
	3:00 – 3:50		
	4:00 – 4:50		
	Evening		
Sunday, 29	9:00 – 10:00	Course work	
	10:10 – 10:30	Open to questions	
	11:30 – 1:00	Exam 2 – Chapters 7, 8, 9, 11. & lectures	