

## NEGOTIATION

AU Summer University 2012  
Course Syllabus

July 2012

### Teaching Faculty

Dr. Remigiusz Smolinski  
IESEG School of Management  
3 rue de la Digue  
59000 Lille - France  
Email: [r.smolinski@ieseg.fr](mailto:r.smolinski@ieseg.fr)

Dr. Remigiusz Smolinski received his Master's degree in International Business from Poznan University of Economics in Poland and completed the PhD program at Leipzig Graduate School of Management. In his research he has focused on theory and practice of negotiation particularly in international settings as well as on the theory and applications of decision making routines in management science. He was a visiting scholar at Harvard University's Program on Negotiation and Tufts University's Fletcher School of Law and Diplomacy. He also visited and researched at Kellogg School of Management at Northwestern University and Sichuan University in Chengdu, China. Currently, he works as a Country Manager of Eastern European marketplaces at mobile.international and is Assistant Professor for Negotiation at IESEG School of Management.

## **Course Objectives, Topics and Teaching Methods**

Negotiation skills if used appropriately are a powerful tool in the arsenal of each successful manager. The time invested in mastering these skills has an ROI incomparable to any other form of investment. The goal of the course is to practice basic negotiation skills, explain the methods and techniques that can be effectively used in the process of negotiation as well as to demonstrate how to deal with the obstacles and complicating factors.

This course explores selected specific substantive issues of negotiation. It is divided into the following parts:

- I. Introduction to Negotiation
  - Nature of Negotiation
  - Efficiency of Negotiators
- II. Distributive Negotiations
- III. Integrative Negotiation – The Harvard Method
- IV. Dealing with Obstacles and Complicating Factors
  - Nonverbal Communication and Lie Detection
  - Rationality and Cognition
  - Cross-cultural Negotiation
  - Multiparty Negotiation

Each part will begin with a short theoretical introduction followed by numerous cases and exercises illustrating the applications of theory.

## **Evaluation:**

The course has two principal requirements:

### **1. Written Analysis (40% of the final grade)**

#### **Two Journals**

The journal provides an opportunity for participants to reflect on, as well as share with the instructor, key ideas developed in the seminar. Each entry should be approximately two double-spaced typewritten pages in length. They can focus on one or more of the following: questions that students have about material based on the readings and/or class discussion; areas of disagreement; ideas that are deemed to be particularly salient; and, most importantly, areas of application of seminar ideas to international negotiation.

### **2. Written exam (60 % of the final grade)**

## **Recommended Readings:**

The recommended readings for the course were selected from the following books:

Lewicki, R.J., Barry, B. and Saunders, D.M. 2010. *Negotiation*. New York: McGraw-Hill.

Fisher, R., Ury, W.L., and Patton, B. 1991. *Getting to Yes: Negotiating Agreement without Giving In*. 2nd Edition. New York: Penguin Books.

Students are advised to familiarize themselves with all readings prior to the session to which these readings are assigned.

## COURSE SCHEDULE AND READING LIST

**Class Meetings:** Tuesday, July 3, 2012, from 9.00 to 12.00  
Wednesday, July 4, 2012, from 9.00 to 12.00  
Thursday, July 5, 2012, from 9.00 to 12.00  
Friday, July 6, 2012, from 9.00 to 12.00  
Monday, July 9, 2012, from 9.00 to 12.00  
Tuesday, July 10, 2012, from 9.00 to 12.00  
Wednesday, July 11, 2012, from 9.00 to 12.00  
Thursday, July 12, 2012, from 9.00 to 12.00  
Friday, July 13, 2012, from 9.00 to 12.00

### I. Introduction to Negotiation

Tuesday, July 3, 2012, from 9.00 to 12.00

Content: General introduction into the nature, structure, and course of negotiations. In particular:

- BATNA
- Structure of negotiations
- Dimensions of negotiations
- Negotiation process
- Creating and claiming value
- Logrolling
- Efficiency of negotiators

Exercises: Environmental Investments, Steel dispute.

### Recommended Readings:

Lewicki, R.J., Barry, B. and Saunders, D.M. 2010. *Negotiation*. New York: McGraw-Hill. Chapter 1 – The Nature of Negotiation, pp. 1-31.

### II. Distributive Negotiation

Wednesday, July 4, 2012, from 9.00 to 12.00

Content: Characteristics of distributive negotiation, strategies and tactics for claiming value in negotiation.

Exercises: Best Energy and Silicium Industries, John Kicker

### **Recommended Readings:**

Lewicki, R.J., Barry, B. and Saunders, D.M. 2010. *Negotiation*. New York: McGraw-Hill. Chapter 2 – Strategy and Tactics of Distributive Bargaining, pp. 32-70.

### **III. Integrative Negotiation – The Harvard Method**

Thursday, July 5, 2012, from 9.00 to 12.00

Friday, July 6, 2012, from 9.00 to 12.00

Content: Characteristics of integrative negotiation, strategies and tactics for maximizing economic and social outcomes (creating and claiming value), the Harvard method.

Exercises: Mustbach, Bakra Beverages

### **Recommended Readings:**

Fisher, R., Ury, W.L., & Patton, B. 1991. *Getting to Yes: Negotiating Agreement without Giving In*. 2nd Edition. New York: Penguin Books. Chapter 1 – The Problem and Chapter 2 – The Method, pp. 3-98.

Lewicki, R.J., Barry, B. and Saunders, D.M. 2010. *Negotiation*. New York: McGraw-Hill. Chapter 3 – Strategy and Tactics of Integrative Negotiation, pp. 71-106.

### **IV. Dealing with Obstacles and Complicating Factors – Nonverbal Communication and Lie Detection**

Monday, July 9, 2012, from 9.00 to 12.00

Content: Practical implications of current research on nonverbal communication, learning how to understand nonverbal communication and detect deception in negotiation.

Exercises: Lie Detection Videos

**Recommended Readings:**

Lewicki, R.J., Barry, B. and Saunders, D.M. 2010. *Negotiation*. New York: McGraw-Hill. Chapter 9 – Ethics in Negotiation, pp. 252-295.

**V. Dealing with Obstacles and Complicating Factors – Rationality and Cognition**  
Tuesday, July 10, 2012, from 9.00 to 12.00

Content: Demonstration of selected biases that subconsciously affect our decision making particularly during information acquisition, information processing stage, and learning how to deal with them.

Exercises: 20 Euro auction

**Recommended Reading:**

Lewicki, R.J., Barry, B. and Saunders, D.M. 2010. *Negotiation*. New York: McGraw-Hill. Chapter 5 – Perception, Cognition, and Emotion, pp. 138-171.

**VI. Dealing with Obstacles and Complicating Factors – Cross-Cultural Negotiation**

Wednesday, July 11, 2012, from 9.00 to 12.00

Content: Increasing the complexity of negotiation by adding cross-cultural framework and settings. Study on perception and self evaluation of EU countries regarding negotiation styles.

Exercise: MedLear

**Recommended Readings:**

Lewicki, R.J., Barry, B. and Saunders, D.M. 2010. *Negotiation*. New York: McGraw-Hill. Chapter 16 – International and Cross-Cultural Negotiation, pp. 441-473.

## **VII. Dealing with Obstacles and Complicating Factors – Multiparty Negotiation**

Thursday, July 12, 2012, from 9.00 to 12.00

Friday, July 13, 2012, from 9.00 to 12.00

Content: Increasing the complexity of negotiation by adding number of participants. Dealing with differing interest structures, coalition building and satisfaction of constituencies.

Exercises: Three-Party Coalition Exercise, Airbus

### **Recommended Readings:**

Lewicki, R.J., Barry, B. and Saunders, D.M. 2010. *Negotiation*. New York: McGraw-Hill. Chapter 11 – Agents, Constituencies, Audiences, pp. 323-354.

Lewicki, R.J., Barry, B. and Saunders, D.M. 2010. *Negotiation*. New York: McGraw-Hill. Chapter 12 – Coalitions, pp. 355-375.

Lewicki, R.J., Barry, B. and Saunders, D.M. 2010. *Negotiation*. New York: McGraw-Hill. Chapter 13 – Multiple Parties and Teams, pp. 376-402.

Lewicki, R.J., Barry, B. and Saunders, D.M. 2010. *Negotiation*. New York: McGraw-Hill. Chapter 19 – Third-Party Approaches to Managing Difficult Negotiations, pp. 520-554.