

MGIMO University
School of Government and International Affairs

Dean, The MGIMO School of Government and International Affairs
Syllabus approved
Mikhail Troitskiy
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Negotiation
Undergraduate Course Syllabus

Instructor
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This syllabus is designed in accordance with the MGIMO Educational Standard for the Bachelor Program in International Affairs.

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PART 1: INSTRUCTOR INFORMATION, COURSE DESCRIPTION AND TEACHING METHODS

1.1 General information

- Full course title: [Negotiation]
- Type of course: [elective]
- Level of course [B.A.]
- Year of study: [4th]
- Number of ECTS credits allocated: 2
- Name of lecturer(s) and office hours: Anton Marushev, office hours on demand, marushev@mail.ru

Instructor information: Anton graduated from MGIMO in 2007 and received MBA degree from INSEAD Business School in 2014. He spent 7 years in different marketing and sales roles at Procter&Gamble in Russia and Switzerland and 3 years as strategy consultant at McKinsey&Company in Europe and Middle East. Over the past 10 years Anton has participated in numerous commercial negotiations, led several corporate negotiation workshops, has been rewarded as one of the top students in INSEAD negotiations course

1.2 Course aims and learning outcomes

We negotiate all the time – at the store when asking for discount, with teachers when asking for a prolonged deadline and even with ourselves during procrastination. This course seeks to develop a practical skillset that students will be able to apply in their negotiations. This course combines fundamental negotiation theory with immediate application of this theory in negotiation role plays

Learning outcomes:

Our promise to the students is that they are guaranteed to become better negotiators after taking this course. Being a better negotiator will mean that the student will:

- 1) understand what is a negotiation and when to negotiate
- 2) know how to properly prepare for negotiation to increase chances of success
- 3) be able to run the negotiation and close it with maximum value creation

1.3 Course requirements and grading plan

Course requirements

Students are required to attend not less than 80% of classes and to be active in class discussions. Reading of the assigned materials is beneficial, but not compulsory provided student has participated in the class. The course is designed to be as practical as possible, hence we will do a lot of negotiation exercises and role-plays in class. These in-class negotiations will not be graded, as our objective would be to learn and test different methods in the safe environment of the classroom. The only 2 negotiations that would be graded are the mid-course and the final course negotiation

Grading plan

Element	Weight	Description
Class participation	30%	Attendance, participation in class discussions, usage of course concepts and techniques during in-class negotiations
Mid-course negotiation	30%	Negotiations role-play that tests student's ability to apply course material in real negotiation setting
Final negotiation	40%	Final negotiations role-play that tests student's ability to identify the right tools depending on the situation and then successfully apply them in real negotiation setting

PART 2. COURSE CONTENT

2.1 Types of work

Types of work	Academic hours
Total	72
Total for lectures, seminars and written tests	34
Lectures	16
Seminars	18
Written tests	
Homework	38
Written and oral home assignments	20
Preparation for lectures, seminars and written exam	18

2.2. Course content and readings by topic

The course is organized around 3 key negotiation questions:

What is a negotiation?	How to prepare for negotiations?	How to run negotiations?
<ol style="list-style-type: none"> 1 Course overview: What is a negotiation? 2 Negotiation evolution: When and how did it start? 3 Bargaining, BATNA, hard&soft negotiation styles 4 Existing negotiation strategies 	<ol style="list-style-type: none"> 5 Value negotiation process 6 Interests-Alternatives-Options-Legitimacy 7 3 negotiations: Substance-Relationship-Commitment 8 Approach to negotiation analysis: behavioral, processual, integrative, strategic, structural 9 Case: analysis of political nego 10 Mid-course evaluation 	<ol style="list-style-type: none"> 11 Value discovery and creation 12 Value claiming 13 Understanding opponent: MBTI, personality types, culture 14 Difficult behaviors, deception tricks and how to deal with them 15 BONUS: Salary negotiations 16 Exam: Final negotiation

Section 1: What is a negotiation?

Class 1: Course overview and what is a negotiation?

- Getting to know each other: instructor intro, students intro, students' goals for the course, agreement on class norms
- Defining negotiation: what it is and what it is not, elements of negotiation, when to negotiate and when not to
- Course structure, grading, evaluation method
- In-class practice case: Take it or Leave it

Optional additional readings:

- Roger Fisher, William L. Ury, and Bruce Patton "Getting to YES" Chapter 1,2

Class 2: Negotiation evolution: when and how did it start?

- Evolution of negotiation
- Challenging your negotiation assumptions
- In-class practice case: Tit-for-tat

Optional additional readings:

- Horacio Falcao "Value Negotiation" Chapter 2

Class 3: Bargaining and negotiation styles

- What is BATNA and how to know and use your BATNA
- Hard and soft negotiation styles and when to use them
- In-class practice case: House Sale

Optional additional readings:

- “Negotiation styles: the impact on bargaining transactions” C.B. Craver, dispute resolution journal

Class 4: Existing negotiation strategies

- Win-Lose and Win-Win
- Zero-sum negotiation and Pareto efficiency frontier
- In-class practice case: Matanjobi negotiations

Optional additional readings:

- Spangler, Brad. "Win-Win, Win-Lose, and Lose-Lose Situations." Beyond Intractability. Eds. Guy Burgess and Heidi Burgess. Conflict Information Consortium, University of Colorado, Boulder
- “Negotiation Styles: The Impact on Bargaining Transactions”, C.B. Craver, Dispute Resolution Journal, Feb/Apr 2003
- “Negotiation – Planning to play it by ear”, Kathleen L. McGinn, November 2003

Section 2: How to prepare for negotiations?

Class 5: Value negotiation process

- How to anticipate critical moment in negotiation
- Building the bridge – pursuing value – making the best possible decision
- Decision to walk away and its consequences

Optional additional readings:

- “Six Habits of Merely Effective Negotiators”, J.K. Sebenius, HBR April 2001
- “How to Negotiate with VCs”, D. Maholtra, HBR May 2013

Classes 6: introduction to the preparation elements for a successful negotiations

- Interests
- Alternatives
- Options
- Legitimacy

Optional additional readings

- “Getting Ready to Negotiate”, by H. Falcão, D. Ertel & F. Sánchez

Classes 7: the three negotiations happening simultaneously

- Substance
- Relationship
- Commitment

Optional additional readings

- “Getting Ready to Negotiate”, by H. Falcão, D. Ertel & F. Sánchez

Class 8: Approaches to negotiation analysis

Optional additional readings

- For Strategic Analysis: Robert Axelrod, "Effective Choice in the Prisoner's Dilemma," XXIV Journal of Conflict
- For Processual Analysis: C.B. Pepper, "Kidnapped," New York Times Magazine, 20 November 1977 Resolution 1:3 26
- For Integrative Analysis: Daniel Druckman, "Stages, Turning Points and Crises," XXX JCR 2:327-60 (1986)
- For Behavioral Analysis: Bertram Spector, "Psychological Types;"
- Zartman, "In Search of Common Elements, " in Frances Mautner-Markhoff, ed., Processes of International Negotiation (Westview, 1987)
- Carsten De Dreu, eds., Methods of Negotiation Research, special issue of International Negotiation X 1:3-15

Class 9: analysis of historical negotiation

Mandatory reading:

- Kennedy and Khrushchev, "Exchange of Letters," Department of State Bulletin, 19 November 1973, pp. 635-55
- Jack Snyder, "Rationality at the Brink," XXX World Politics 3:345-65

Class 10: mid-course evaluation – negotiation role-play

Section 3: How to run negotiations?

Class 11: Value Discovery and Value Creation

- How to understand how much value is on the table in a negotiation setting
- How to create value in the negotiation setting

Optional additional readings

- "The Wal-Mart You Don't Know", C. Fishman, Fast Company, Issue 77, December 2003
- "Rational Strategies for Creating Integrative Agreements", by M. Bazerman & M. Neale, in *Negotiating Rationally*, Free Press, 1993
- "Strategy and Tactics of Integrative Negotiation", R. Lewicki, D. Saunders & J. Minton, in *Negotiation*, McGraw-Hill International Ed., Singapore, 1999 (pp. 107-138)
- "Betting on the Future: The Virtues of Contingent Contracts", M.H. Bazerman & J.J. Gillespie, *HBR* September/October 1999

Class 12: Value claiming

- How to claim value after it has been identified
- How to close the negotiation
- In-class practice case: value claiming exercise
- Filling the MBTI survey in class and sending results anonymously to class instructor

Optional additional readings:

- "What is Fair?" H. Raiffa, J. Richardson, D. Metcalfe, in *Negotiation Analysis*, Belknap Press of Harvard University, Cambridge, 2003

Class 13: Different personality types and ways of information processing

- Introduction to MBTI in the negotiation context, discussion and debrief on MBTI profiles of the students in the class. MBTI exercises in groups to increase self-awareness and to learn how to best deal with other types
- Different approaches to information sharing and processing, "iceberg" concept
- In-class practice case: series of negotiation exercises

Optional additional readings:

- The Myers&Briggs foundation: MBTI basics <http://www.myersbriggs.org/my-mbti-personality-type/mbti-basics/>
- Roger Fisher and Daniel Shapiro "Beyond Reason: Using Emotions as You Negotiate"
- Terri Morrison and Wayne A. Conaway "Kiss, Bow, or Shake Hands"

Class 14: Difficult behaviors, deception tricks and how to deal with them

- Why do difficult behaviors even exist in the negotiation?
- Types of possible deceptions and how to deal with them
- Ethics in negotiations

Optional additional readings:

- "How to Handle 'Extreme' Negotiations with Suppliers", J. Hughes, J. Wald & J. Weiss, *Supply Chain Management Review*, July/August 2013
- "Staying in the game", D. M. Kolb, December 2003
- "Negotiating without a Net", D.J. Misino, *HBR* October 2002

Class 15: Course review and BONUS: Salary negotiations

- Quick glance over the course, re-iteration of main concepts, preparation for final exam
- Salary negotiations approach, critical things to remember
- In-class practice case: real job offer negotiation

No readings – exclusive content based on personal experience

Class 16: Final exam

2.4. Exam timing

- Fall semester final exam – week of 18th of December;

PART 3. FINAL REMARKS

- Plagiarism is considered a severe violation and an indication of incompetence in the course. Plagiarism is understood as making of one's text using compilation method for other people's publications, even connected with own phrases and sentences. Collective performance of individual tasks is unacceptable. Proven plagiarism will receive an F-mark regardless of the fulfillment of all other requirements.
- Assignments are to be handed in on the due date. Late submissions will not be accepted.
- Students are asked to keep a copy of all work submitted for evaluation.