

**INTERNATIONAL MANAGEMENT INSTITUTE, BHUBANESWAR**  
**Post Graduate Diploma in Management (PGDM)**  
**Business Negotiation Skills**  
**CREDIT: Full (3 credits)**  
**SESSION DURATION: 90 Minutes**

**TERM: IV**  
**YEAR: 2014-2016**

**FACULTY:** Dr. Bindu Chhabra  
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**Course Introduction:** The growth of advanced technologies, movement to more horizontally managed organizations, and greater equality in relationships introduces increasingly more people into discussions about decisions that affect their lives. To be effective in this scenario, managers need to master the techniques of negotiation. A more complex and connected world requires people who can engage in dialogue and can fashion innovative solutions to seemingly unsolvable problems.

Negotiation is a complex behavioral skill. Some are naturally endowed with this skill, while others can learn it. This course will create a personalized learning situation where the students will get ample opportunities to practice the skills and learn intricacies of negotiation in business.

**Course Objectives:** Upon completion of this course, the students will be able to:

- Understand the basic elements of negotiation
- Analyze the negotiation situations
- Develop a strategic plan for effective negotiation
- gain an intellectual understanding of negotiator behavior
- develop interpersonal strategies for negotiating effectively
- gain insight into their own negotiating style in order to become a more effective negotiator

**Course Pedagogy:** It will be a judicious mix of lectures, case analysis & discussion, article reviews, assignments & presentations by the students. During the course, each student is expected to maintain a journal describing his/her role experiences and reflecting on learning experiences as a negotiator. Keeping a journal encourages reflection on—and analysis of—the learning-by-experience simulations of negotiation conducted in class. The comments of the students give a sense of his/her individual progress, as well as some insight into their strengths and weaknesses as a negotiator.

## **Course Readings:**

### **Text book**

1. Lewicki, R. J., Saunders, D. M. & Barry, B. (2013). *Negotiation, 5/e*. New Delhi: McGraw Hill.

### **Reference book(s)**

1. Barnes, G. P. (2008). *Successful Negotiating: Letting the Other Person have Your Way*. Mumbai: Jaico.
2. Carrell, M. R. & Heavrin, C. (2008). *Negotiating Essentials: Theory, Skills and Practices*. New Delhi: Pearson.
3. Cellich, C. & Jain, S.C. (2011). *Global Business Negotiations*. New Delhi: Cengage.
4. Fisher, R., Ury, W. & Patton, B. (1991). *Getting to Yes: Negotiating an Agreement without Giving in, 2/e*. New York: Penguin Books.
5. Flower, A. (1990). *Negotiation: Skills and Strategies*. Hyderabad: Universities Press.
6. Saunders, D. M., Barry, B. & Lewicki, R. J. (2008). *Negotiation: Readings, Exercises and Cases, 6/e*. McGraw Hill.
7. Spangle, M. L. & Isenhardt, M. W. (2013). *Negotiation: Communication for Diverse Settings, 6/e*. New Delhi: Sage.

### **Course Evaluation criteria**

<b>Component</b>	<b>Weight</b>
Quiz	20%
Class Participation	10%
Journal	10%
Article Presentation	10%
Case Discussion	10%
End-term Exam	40%
<b>Total</b>	<b>100%</b>

## Session Plan

Session No.	Topic	Reading
1-5	<b>Negotiation Fundamentals</b> <ul style="list-style-type: none"> <li>➤ The nature of Negotiation</li> <li>➤ Conflict</li> <li>➤ Effective Conflict Management</li> <li>➤ Strategy and Tactics of Distributive Bargaining</li> <li>➤ Strategy and Tactics of Integrative Bargaining</li> </ul>	<ul style="list-style-type: none"> <li>➤ Lewicki, Saunders &amp; Barry, Ch 1, 2 &amp; 3</li> <li>➤ Carrell &amp; Heavrin, Ch 1, 3 &amp; 4</li> <li>➤ Spangle &amp; Isenhart, Ch 1</li> </ul> <b>Exercise</b> <ul style="list-style-type: none"> <li>➤ Knight Engines - Excalibur Engine parts</li> <li>➤ The Pakistani Prunes</li> </ul> <b>Activity</b> <ul style="list-style-type: none"> <li>➤ Using a Scenario based Approach for teaching Conflict Management</li> </ul>
6-7	<b>The Negotiation Process</b> <ul style="list-style-type: none"> <li>➤ Prenegotiation</li> <li>➤ Opening</li> <li>➤ Information Sharing</li> <li>➤ Problem Solving</li> <li>➤ Settlement</li> </ul>	<ul style="list-style-type: none"> <li>➤ Lewicki, Saunders &amp; Barry, Ch 4</li> <li>➤ Carrell &amp; Heavrin, Ch 2</li> <li>➤ Spangle &amp; Isenhart, Ch 4</li> </ul> <b>Article</b> <ul style="list-style-type: none"> <li>➤ Malhotra, D. &amp; Bazerman, M. H. (2007). Investigative Negotiation. <i>Harvard Business Review</i>, September, 72-78.</li> </ul>
8-9	<b>Qualities and Skills of Effective Negotiators</b> <ul style="list-style-type: none"> <li>➤ Preparation and Good Questioning</li> <li>➤ Managing Emotions</li> <li>➤ Building Relationships</li> <li>➤ Creativity</li> <li>➤ Communication Competence</li> </ul>	<ul style="list-style-type: none"> <li>➤ Spangle &amp; Isenhart, Ch 5</li> </ul> <b>Article</b> <ul style="list-style-type: none"> <li>➤ Leary, K., Pillemer, J. &amp; Wheeler, M. (2013). Negotiating with Emotion. <i>Harvard Business Review</i>, Jan-Feb, 96-103.</li> </ul>
10-12	<b>Barriers to Effective Negotiation</b> <ul style="list-style-type: none"> <li>➤ Perceptual Distortions</li> <li>➤ Cognitive Biases</li> <li>➤ Communication and Listening Barriers</li> <li>➤ Managing Misperceptions and Cognitive Biases</li> <li>➤ Improving Communication in Negotiation</li> </ul>	<ul style="list-style-type: none"> <li>➤ Lewicki, Saunders &amp; Barry, Ch 5 &amp; 6</li> </ul> <b>Article</b> <ul style="list-style-type: none"> <li>➤ Sebenius, J. K. (2001). Six Habits of Merely Effective Negotiators. <i>Harvard Business Review</i>, April, 87-95.</li> </ul>

13-15	<b>Gaining Leverage in Negotiation through Power and Persuasion</b> <ul style="list-style-type: none"> <li>➤ Leveraging Power from BATNA</li> <li>➤ Leveraging the Sources of Power</li> <li>➤ Leveraging Power through Influence</li> </ul>	<ul style="list-style-type: none"> <li>➤ Lewicki, Saunders &amp; Barry, Ch 7 &amp; 8</li> <li>➤ Carrell &amp; Heavrin, Ch 5</li> </ul> <b>Role Play</b> <ul style="list-style-type: none"> <li>➤ Salt Harbor (Two Roles). <i>Harvard Business School</i> #800077, #800078</li> </ul>
16-17	<b>Managing Negotiation Impasses</b> <ul style="list-style-type: none"> <li>➤ The Nature of “Difficult-to-Resolve” Negotiations and Why they Occur</li> <li>➤ Fundamental Mistakes that Cause Impasses</li> <li>➤ Resolving Impasses</li> <li>➤ Alternate Dispute Resolution (ADR)</li> </ul>	<ul style="list-style-type: none"> <li>➤ Lewicki, Saunders &amp; Barry, Ch 17 &amp; 19</li> <li>➤ Carrell &amp; Heavrin, Ch 7</li> <li>➤ Spangle &amp; Isenhardt, Ch 6</li> </ul> <b>Article</b> <ul style="list-style-type: none"> <li>➤ Cullinan, G., Le Roux, J. &amp; Weddigen, R. (2004). When to Walk Away from a Deal. <i>Harvard Business Review</i>, April, 96-104.</li> </ul>
18-20	<b>Special Issues in Negotiation</b> <ul style="list-style-type: none"> <li>➤ Gender and Negotiation</li> <li>➤ Personality and Negotiation</li> <li>➤ Negotiation Across Cultures</li> <li>➤ Ethics in Negotiation</li> <li>➤ Negotiating a Job Offer</li> </ul>	<ul style="list-style-type: none"> <li>➤ Lewicki, Saunders &amp; Barry, Ch 9, 14, 15 &amp; 16</li> <li>➤ Carrell &amp; Heavrin, Ch 8 &amp; 9</li> </ul> <b>Exercise</b> <ul style="list-style-type: none"> <li>➤ Employee Exit Interview</li> </ul> <b>Article</b> <ul style="list-style-type: none"> <li>➤ Graham, J. L. &amp; Mark Lam, N. (2003). The Chinese Negotiation. <i>Harvard Business Review</i>, October, 82-91.</li> <li>➤ Babcock, L., Laschever, S., Gelfand, M. &amp; Small, D. (2003). Nice Girls Don’t Ask. <i>Harvard Business Review</i>, October, 14-16.</li> <li>➤ Malhotra, D (2014). 15 Rules for Negotiating a Job Offer. <i>Harvard Business Review</i>, April, 117-120.</li> </ul> <b>Case</b> <ul style="list-style-type: none"> <li>➤ Luna Pen (A) <i>Harvard Business School</i> #396156</li> <li>➤ Name Your Price: Compensation Negotiation at Whole Health Management (A) <i>Harvard Business School</i> #908064</li> </ul>