



Post Graduate Diploma in Management (PGDM)
Business Negotiation Skills (ER601)
CREDIT: Full (three credits)
SESSION DURATION: 60 Minutes

TERM: V
ACADEMIC YEAR: 2021-2022
BATCH: PGDM 2020-22

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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.

As the students prepare to step into the corporate world, they will be faced with multiple situations where negotiations will be critical to a successful outcome. It will be important for them to understand how negotiations play a role in business success. From pricing to business contracts to mergers & acquisitions, a well-orchestrated negotiation process can make or break the deal.

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

1. Understand the basic elements of conflict and negotiation
2. Distinguish between distributive and integrative negotiation
3. Highlight the role of communication in negotiations
4. Know about the barriers in effective negotiation and ways to remove those barriers
5. Understand the role of culture in negotiations
6. Gaining Leverage in Negotiation through Power and Persuasion
7. Manage Negotiation Impasse
8. 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:

1. Lewicki, R. J., Saunders, D. M. & Barry, B. (2013). *Negotiation*, 5/e. New Delhi: McGraw Hill.
2. Barnes, G. P. (2008). *Successful Negotiating: Letting the Other Person have Your Way*. Mumbai: Jaico.
3. Carrell, M. R. & Heavrin, C. (2008). *Negotiating Essentials: Theory, Skills and Practices*. New Delhi: Pearson.
4. Spangle, M. L. & Isenhardt, M. W. (2013). *Negotiation: Communication for Diverse Settings*, 6/e. New Delhi: Sage.
5. Hames, D. S. (2012). *Negotiation: Closing Deals, Settling Disputes, and Making Team Decisions*, New Delhi: Sage.

Course Evaluation criteria

Component	Weight	LO Mapping
Quiz	30%	All LOs
Class Participation	10%	All LOs
Journal	10%	All LOs
Article Presentation	10%	All LOs
End-term	40%	All LOs
Total	100%	

Plagiarism

We are committed to upholding the highest standards of academic integrity and honesty. Plagiarism is the use of or presentation of ideas, works that are not one's own and which are not common knowledge, without granting credit to the originator. You may refer the already available content just for your reference and to get the basic ideas. Only 20% of such content is acceptable, above that comes under the definition of Plagiarism which is unacceptable in IMI and will be treated seriously. All such cases will be referred to the appropriate body of the Institute for suitable disciplinary action.

Session Plan

Session No.	Topic	Learning Outcomes	Reading
1-9	Negotiation Fundamentals ➤ The nature of Negotiation	1, 2	➤ Lewicki, Saunders & Barry, Ch 1, 2, 3 & 4

	<ul style="list-style-type: none"> ➤ Conflict ➤ Effective Conflict Management ➤ Preparation: Building the Foundation for Negotiation ➤ Strategy and Tactics of Distributive Bargaining ➤ Strategy and Tactics of Integrative Bargaining ➤ Closing Deals: Persuading the Other Party to Say Yes 		<ul style="list-style-type: none"> ➤ Carrell & Heavrin, Ch 1, 2, 3 & 4 ➤ Spangle & Isenhardt, Ch 1, 4. <p>Exercise</p> <ul style="list-style-type: none"> ➤ Knight Engines - Excalibur Engine parts ➤ The Pakistani Prunes <p>Article</p> <ul style="list-style-type: none"> ➤ Malhotra, D. & Bazerman, M. H. (2007). Investigative Negotiation. <i>Harvard Business Review</i>, September, 72-78.
10-12	Communication: The Heart of All Negotiations	3	<ul style="list-style-type: none"> ➤ Lewicki, Saunders & Barry, Ch 6 ➤ Hames, Ch, 6 <p>Article</p> <ul style="list-style-type: none"> ➤ Leary, K., Pillemer, J. & Wheeler, M. (2013). Negotiating with Emotion. <i>Harvard Business Review</i>, Jan-Feb, 96-103 <p>Case</p> <ul style="list-style-type: none"> ➤ The X-Caliber Project Case
13-15	Barriers to Effective Negotiation <ul style="list-style-type: none"> ➤ Perceptual Distortions ➤ Cognitive Biases ➤ Communication and Listening Barriers ➤ Managing Misperceptions and Cognitive Biases ➤ Improving Communication in Negotiation 	4	<ul style="list-style-type: none"> ➤ Lewicki, Saunders & Barry, Ch 5 & 6 <p>Article</p> <ul style="list-style-type: none"> ➤ Leslie, J. K. (2016). How to Negotiate with a Liar. <i>Harvard Business Review</i>, Jul/Aug, 114-117.
16-18	Negotiation Across Cultures	5	<ul style="list-style-type: none"> ➤ Lewicki, Saunders & Barry, Ch 16 <p>Article</p> <ul style="list-style-type: none"> ➤ Meyer, E (2015). Getting to Sí, Ja, Oui, Hai, and Da. <i>Harvard Business Review</i>, December, 74-80. <p>Case</p> <ul style="list-style-type: none"> ➤ Luna Pen (A, B, C, D) <i>Harvard Business School</i> #396156, #396157, #9898233, #9396395

19-21	Gaining Leverage in Negotiation through Power and Persuasion <ul style="list-style-type: none"> ➤ Leveraging Power from BATNA ➤ Leveraging the Sources of Power ➤ Leveraging Power through Influence 	6	<ul style="list-style-type: none"> ➤ Lewicki, Saunders & Barry, Ch 7 & 8 ➤ Carrell & Heavrin, Ch 5 Role Play <ul style="list-style-type: none"> ➤ Salt Harbor (Two Roles). <i>Harvard Business School</i> #800077, #800078 Article <ul style="list-style-type: none"> ➤ Sussman, L. (1999). How to Frame a Message: The Art of Persuasion and Negotiation. <i>Business Horizons</i>, July-August, 2-6.
22-24	Managing Negotiation Impasses <ul style="list-style-type: none"> ➤ The Nature of “Difficult-to-Resolve” Negotiations and Why they Occur ➤ Fundamental Mistakes that Cause Impasses ➤ Resolving Impasses ➤ Alternate Dispute Resolution (ADR) 	7	<ul style="list-style-type: none"> ➤ Lewicki, Saunders & Barry, Ch 17 & 19 ➤ Carrell & Heavrin, Ch 7 ➤ Spangle & Isenhardt, Ch 6
25-30	Special Issues in Negotiation <ul style="list-style-type: none"> ➤ Gender and Negotiation ➤ Personality and Negotiation ➤ Ethics in Negotiation ➤ Negotiating a Job Offer 	8	<ul style="list-style-type: none"> ➤ Lewicki, Saunders & Barry, Ch 9, 14 & 15 ➤ Carrell & Heavrin, Ch 8 & 9 Exercise <ul style="list-style-type: none"> ➤ Employee Exit Interview Article <ul style="list-style-type: none"> ➤ Babcock, L., Laschever, S., Gelfand, M. & Small, D. (2003). Nice Girls Don’t Ask. <i>Harvard Business Review</i>, October, 14-16. ➤ Malhotra, D (2014). 15 Rules for Negotiating a Job Offer. <i>Harvard Business Review</i>, April, 117-120. ➤ Bowles, H.R. & Thomason, Bobbi. (2021). Negotiating your next job. <i>Harvard Business Review</i>, Jan/Feb, 68-75. Case <ul style="list-style-type: none"> ➤ Name Your Price: Compensation Negotiation at Whole Health Management (A, B, C) <i>Harvard Business School</i> #908064, 908065, #908066