



COURSE.....: Negotiation
DEPARTMENT ..: IMQ
PROGRAM: Business Administration
SEMESTER.....: Elective
CREDITS: 2
PROFESSOR.....: Jaci C. Leite - jaci@fgv.br

SEMESTER/YEAR: 1st/2016

IMPORTANT: every additional information, as classroom exercises results, side readings, articles and so on will be available on e-class, always in the folder "Documentos da disciplina".

COURSE OBJETIVES

The purpose of this course is to develop the student's skills in negotiation, i.e., the ability to promote a consensus which allows that all the parties to reach the best possible results, despite initially they may have different points of view and conflicting or unaligned interests.

LEARNING OBJECTIVES

1. The student should be able to understand the main objective and subjective factors of the negotiation, to get process efficiency and achieve better results with a straight and rational approach.
2. The student should have the ability to manage the stress inherent to negotiations, both regarding him/ herself and regarding the person(s) he/she deals with.
3. The student should be able to optimize the tangible results, preserving the relationships and promoting the cooperative behavior in the long term.
4. The student should develop the ability for critical analysis when facing moral choices and dilemmas, and will be able to take ethical and socially responsible decisions. The student will also be able to identify the impacts of ethical and non ethical decisions on the organizations and on the society.

CONTENTS

1. An introduction to Negotiation
Analysis of the main components and elements of the negotiation process.
2. Pitfall in negotiation and decision making
Discussion of the most common traps affecting the thinking, and how to avoid them.
3. The Method of Harvard in negotiations
Presentation of the method and its use in real life.
4. Distributive negotiation
How to proceed in negotiations where there is no margin for the creation of value.
5. Integrative negotiation
How to identify and explore the possibilities of value expansion and mutual gains.

METHODOLOGY

The learning methodology matches practice and concepts understanding. The combination of these approaches yields methods and thinking structures, which contribute to the conflict resolution. This leads to a solid and structured basis for facing the daily negotiations, both in the personal and in the professional life. Instead of a rigorous quantitative approach, the methods are intuitively presented. The emphasis is on the modeling, problem solving and results interpretation. Throughout the course, the methods and tools will be put side by side for the re-education of the thinking process in the negotiation.

The approach is participative, combining cases and exercises. The personal commitment of each student is a critical requirement for the learning.

The class presence is mandatory: for each absence, the student must present a written justification of the reason for that. Notice that it is not necessary to attach any kind of proof or document: the relationship will be based on mutual trust, and the student's word is enough.



EVALUATION CRITERIA

Grades	Weight	Composition	Feedback
1 Participation	25%	The commitment is critical for learning. This item will be graded according to the performance of each student. Classroom contribution will be appreciated. This grade will mostly depend on the performance of the student in classroom exercises: for each exercise, the best results will yield a plus mark, and the worst ones will generate a minus mark. Classroom contribution like comments and examples, as well as bringing additional or complementary content/readings/articles, will be appreciated. Misbehavior, absences, delays or anticipated exits will decrease this grade.	Immediate or next class
2 Analytical reports	30%	For each classroom exercise, the student must prepare a personal report about the negotiation. Mandatory: - at least 2 full pages (see below the details about the format); - The report begins identifying the exercise name, the student's name and the partner(s) name(s); - The focus will be on the behavior, achievements and mistakes of each participant (self and partner), emphasizing what was learned from the experience. Links between experience and theory are welcome; - The student must attribute a grade from 0 to 10 both for him/herself and for the partner(s); - It must be printed, 2 copies : 1 for the professor, 1 for the partner. The report is due in the first class after the exercise analysis. Since it describes the personal experience, those who were absent when the exercise was done are not allowed to present the report. The final grade will be calculated discarding the lowest score.	Next class
3 Digest	15%	Each student must prepare a personal digest based on the book Getting to Yes, chapters 1 to 5 (part I - The Problem and part II - The Method). Due by March 10th . It is not enough to compile the book: the text must include personal opinion and real life examples (either personal or not). Each chapter must have, at least, 2 full pages (see format below): - Minimum ½ to 1 page with a synthesis of the book concepts; - Minimum 1.5 page of personal comments about how they apply (or not) in the real life. Personal experience and real cases observations are accepted as examples of the validity (or not) of such concepts in the real life. This report must be posted in e-class dropbox, in DOC or DOCx format.	2 weeks
4 Final Exam	30%	At the end of the term, the students will review and consolidate the concepts and understand how they work in the real world. The exam will focus on practical situations analyzed under the just acquired knowledge and skills.	5 business days

IMPORTANT OBSERVATIONS:

- All of the grades are comparative: the best performance(s) will set the excellence standard;
- Any delay in reports, digest and so on will decrease the grade at the rate of 0.15 point in a 0-10 scale, per day or fraction;
- The exercise reports (item 2) must be printed. Manuscripts, email and dropbox will not be accepted;
- The digest (item 3) must be posted as DOC or DOCx file (other formats are not allowed);
- ALL of the reports MUST be compliant with this MANDATORY FORMAT:**
 - Page size A4, margins: top 3cm, bottom 2cm, left 3cm, right 2cm;
 - Font Arial 11 regular;
 - Single line space (beware: Word 2010/2013 standard is "multiple", thus some adjustment may be required);
 - Maximum space between paragraphs 8pt (zero space for bullets or numbered lists under the paragraph);
 - Total space between chapters: 24pt or less; total space between subtitles: 15pt or less.



REFERENCES

Basic references:

1. Fischer, R.; Ury, W. & Patton, B. - *Getting to Yes*. Penguin, 2nd (1991) or 3rd edition (2011);

2 Shell, G. R. - *Bargaining for Advantage*. Penguin, 1st (2000) or 2nd (2006) edition.

3 Bazerman, M. & M. Neale - *Negotiating Rationally*. Free Press, 1994;

Other references will be mentioned across the course, especially on eclass, with the comments of the class exercises.

CONTACT AND OFFICE HOURS

Professor will be available for personal meetings upon previous request. To assign an appointment, the student must contact Professor by email: jaci@fgv.br. Professor is also available to help the students via email. Notice that Professor's commitment for answering any email message is within 2 business days.

ETHICAL COMMITMENT - PROFESSOR/STUDENT

The Professor will respect the students, being prepared for the classes, clarifying doubts, appraising the students with impartiality and doing his best to help them regarding their learning. The student must respect the Professor and the classmates, behaving in classes in such a way that will not disturb, contributing as possible with pertinent questions, doubts and comments and being previously prepared for the classes, thus getting the best of them.

Exam, reports and all the activities will be made individually, without any trial for fraud, cheating or illicit advantages of any kind.

IMPORTANT: The **ONLY** allowed use of computers during the classes is for taking classes notes. The use of email, social networking and the like, as well as the use of cell phones, is not allowed at all. Any of them will be considered as misbehavior, decreasing the participation grade.
