



בית הספר למוסמכים במינהל עסקים ע"ש ליאון רקנאטי

## MBA / M.Sc.

### Advanced Negotiations-1243.3556

#### משא ומתן מתקדם

(Pre-requisite: Managing Negotiations 1243.3125)

#### Spring Semester – 2021/22

(1<sup>st</sup> half)

Day	Hour	Lecturer	Email
Wednesdays	18:45- 21:30	Dr. Hilla Dotan	<a href="mailto:hdotan@post.tau.ac.il">hdotan@post.tau.ac.il</a>

**Office Hours:** By appointment

*\*The course will be taught in HEBREW*

*\*\* The course instructor and TA are available to answer your questions. Please contact us via e-mail for any inquiry and include the course number in the subject line as follows: "MBA-ADV NEG"*

#### Course Units

1 course unit = 4 ECTS units

The ECTS (European Credit Transfer and Accumulation System) is a framework defined by the European Commission to allow for unified recognition of student academic achievements from different countries.

#### Course Description

This course builds on the "Managing Negotiations " introductory course and provides an exposure to advanced analytical tools, frameworks, and a series of complex simulations with the purpose of providing class participants the opportunity to analyze, understand and develop advanced negotiation skills and tactics. In this course, participants will learn to identify their own assumptions and behaviors and the skills required to overcome difficult tactics or individuals. Moreover, a key focus is on effectively responding to emotions — your own and others' — with the aim of building and maintaining productive relationships even in complex situations or with challenging counterparts. In addition, the course will expose participants to valuable strategies for dealing with powerful (and/or unethical) individuals as well as tools for negotiating from a weakness including specific tactics for "virtual" negotiations.

The basic premise of the course is that negotiation skills are best learned through practice grounded in deep analysis and self-reflection. Although theoretical concepts and principles will be presented in class lectures and in readings, the course will focus primarily on improving practical skills in dyadic and group situations through a series of in-class simulations, presentations, video's and exercises. Each

simulation has been carefully chosen to address a diverse set of complex negotiation problems that are faced by middle- top managers and executives in a diverse set of organizational and global settings (including multi-issue, multi-party, multi-cultural negotiations). A key focus is not only teaching participants a diverse set of negotiation tactics, but learning to select the most effective strategy given the complex negotiation or negotiation partner/s especially in today's global and electronic world.

## Course Objectives

The goal of this **advanced** negotiations course is to enhance your ability as a negotiator by:

- Reflection and awareness of your own **assumptions** in negotiations
- Improving your ability to resolve **emotionally** charged disputes/negotiations
- Learning how to maximize value while negotiating from a **weakness**
- Exposure to tools to handle **virtual** negotiations
- Learning how to optimize your position/value and still negotiate **ethically**
- Exposure to leading concepts/tactics in negotiations and how to apply these to any context
- Analysis of **real-world** negotiations and presentation of “key take-aways”
- Development of “**thinking on your feet**” strategies and presentation skills

The course incorporates readings drawn from scholarly professional and business journals and world-leading books as well as in-class simulations/exercises.

## Evaluation of Student and Composition of Grade\*

- **Class Simulations - 50% of grade**

The class participation grade for all simulation-based sessions ( 5 simulations) will be divided into three parts (Total- 10% per simulation).

- Preparation: The first part will be determined by your preparation for the simulation. You will be assigned a role and be required to prepare a written analysis on a “preparation- form” prior to the simulation. All preparation forms will be completed and *handed in at every class session* and will comprise 5% of your grade. You are responsible for handing in your preparation guide at every session.
- Feedback: The second part will be determined by your feedback to your partner/s in the simulation. After each simulation, you will be asked to provide written feedback on a “feedback/debrief form” to your partner/s. All feedback forms will also be handed in at every class session and will compromise 3% of your grade.
- The participation component of your grade will be influenced by the quality of your participation in class discussions. This will be determined by the value of your comments, new perspectives that you raise, and application of theoretical concepts from the readings ( 2%).

- **1- Class Memo – 10%**

- **Group Case Analysis & Presentation - 40% of grade**

### Written Case Analysis- 25%

The purpose of the Case Analysis is to enrich your learning through analysis and reflection on a real-world case-study. Moreover, in this assignment you **must apply class concepts** and

suggest 'improvement strategies and tips' that will help your team and the class participants maximize their goals if they encounter a similar negotiation.

- There should be enough description so we can understand the context, but the focus should be on analyses. (Additional guidelines about the Case-Study Analysis will be provided by the instructor in class.)

### Group Class Presentation – 15%

The Purpose of the Presentation Part of the Assignment is to:

- Demonstrate your ability to analyze a real-world negotiation while applying class concepts/frameworks
- Demonstrate your ability to identify strengths and weaknesses in negotiations and suggest ways of avoiding such traps/pitfalls in the future (for yourself first and others)
- Suggest 2-3 tips to the class audience of how to maximize one's goals in such a negotiation (tips can be regarding any of the stages of the negotiation process i.e. Preparation, actual negotiation, feedback portion). As you discuss the tips/recommendations, make sure you make them global/macro enough so that anyone in the class can take your ideas to their own worlds and negotiations.
- Demonstrate your presentation skills/abilities:
  - In terms of standing in front of an audience and conveying a clear message
  - Sticking to times
  - Handling "unexpected" questions/situations while you are "alive"
  - Handling a Q&A session

Students who are unable to complete an assignment or course requirement must notify the course instructor in advance via email

### **Class Attendance\***

Given the nature of the course, students must attend ALL sessions and actively participate in class discussions and in-class simulations/exercises for maximum course benefit. Attendance is mandatory and all efforts should be made to attend every session. In case a student must miss a session or half a session he/she must inform the instructor before the missed session to avoid interruptions to sessions. In order to avoid penalty to the grade (and if the student has a reasonable excuse) he/she may request a 'make-up' exercise. The make-up assignment should be submitted ASAP but before the following session. A maximum of two absences will be allowed throughout the course; however, only one make-up assignment will be possible per student. (i.e. a student who misses class for the second time will NOT be able to make up the grade of that session). A person who misses more than two sessions will not be able to pass the course.

*\* According to University regulations, participation in all classes of a course is mandatory (Article 5).*

*\* Students who absent themselves from classes or do not actively participate in class may be removed from the course at the discretion of the lecturer. (Students remain financially liable for the course even if they are removed.)*

### **Grading Policy**

In the 2008/9 academic year the Faculty instituted a grading policy for all graduate level courses that aims to maintain a certain level of the final course grade. Accordingly, the final average grade for this course (which is an elective course) will be in the range 82-87%.

Additional information regarding this policy can be found on the Faculty website.

**A weighted grade of at least 78% in this course is required to continue to specialize in Organizational**

## **Behavior.**

### **Assignment Extensions and Late Submissions**

All in-class assignments must be submitted at the requested time *in class*. Late assignments will not be accepted. It is the student's responsibility to hand in all assignments in class. The final paper is due before or on the last day of class in the form of a hard-copy. No electronic copies will be accepted. Late papers will not be accepted and the student will receive a grade of 0 for a late paper.

### **Evaluation of the Course by Student**

Following completion of the course, students will participate in a teaching survey to evaluate the instructor, the course, and provide feedback for the benefit of the students, instructor and the university.

### **Required Course Reader and Course Site (Moodle)**

There is a **required** course reader. The reader containing all the course readings will be available prior to the start of the course at "Safrot Zola". You must order the reader prior to the first session as you will need to prepare the material for our first simulation. The required readings per session are indicated below (per session). Students must read the required material prior to the course session as they will need to know the material in order to be able to participate and succeed in the in-class simulations and discussions. Additional items and all simulation materials will be distributed in class or otherwise provided by the instructor.

### **Course Website**

The course site will be the primary tool to communicate messages and material to students. You should check the course site regularly for information on classes, assignments and exams, at the end of the course as well. The course website is at Moodle: <http://moodle.tau.ac.il>

### **Classroom Rules and Academic Fraud**

#### **Academic Fraud**

Any person found guilty of academic fraud will be subject to severe sanctions. Some examples of academic fraud include:

- plagiarism or cheating of any kind;
- submitting work of which the student is not the author, in whole or in part (except for duly cited quotations or references);
- presenting research data that has been falsified or concocted in any way; and submitting, without written prior approval from the professors concerned, the same work for more than one course.

#### **Classroom rules**

- The use of cell phones/smart phones/laptops is not allowed.
- Students are expected to arrive to all classes on time. Lateness can count as missing a class.

\* Assignments Subject to change