

**DISCLAIMER:** This course outline is only a sample and is subject to change. Course materials, assignments, dates, and weighting will vary depending on delivery format and instructor.

## Territory Acknowledgement

We acknowledge and respect the ləkʷəŋən peoples on whose traditional territory the university stands and the Songhees, Esquimalt and W̱SÁNEĆ peoples whose historical relationships with the land continue to this day.

# Negotiation Skills

## BMBA 320

### Course Description

Knowing how to negotiate is critical. Whether between suppliers, clients, other managers, external stakeholders or even family members, negotiation isn't about winners and losers. Traditional approaches to negotiation promote competitive tactics, often resulting in unsatisfactory outcomes for one or both negotiators. Collaborative or interest-based negotiation aims for agreements that respond to the needs, goals and objectives of all parties. Gain the insight, skill and experience you need to uncover the real interests of yourself and the other party, and practical tools and techniques to create more value with less conflict during any negotiation process.

This course will provide learners an overarching strategic negotiating framework and approach that is flexible to suit each individual style, skillset, and situation. Negotiation concepts will offer a foundation for effective negotiating, and thoughtful application and repeated practice of strategic negotiating skills will make collaborative negotiation a habit. You will prepare for negotiations, assess your alternatives, build a climate of collaboration, and get beyond stubborn position-taking to develop agreements that work for both sides.

### Learning Outcomes

Upon completion of this course, you will be able to:

- Understand the elements of an effective negotiator, key dynamics in negotiation, and different negotiation styles based on tactics, psychology, body language and different personality types;
- Understand the negotiation process, how to prepare and manage a 4-step process for effective negotiations;
- Move a “competitive” negotiation to one more focused on mutual interests, how to deal with difficult personalities or situations;
- Use communication “Tools” to build trust and collaboration to maximize negotiation value; and
- Develop personal skills and strategies for ensuring effective negotiations with solid outcomes.

## Resources

There is no textbook for this course.

All materials are accessed through the internet, UVic's Library or are posted to Brightspace.

## Weekly Schedule

Week	Topics
Week 1	Introduction to Negotiation Skills
Week 2	Conflict Management Styles
Week 3	Escalation, Defensiveness and Vulnerability
Week 4	Listening and Questioning
Week 5	Empathy and Assertiveness
Week 6	Emotions and Reframing
Week 7	Introduction to Collaborative Negotiation Model – Stage 1
Week 8	Collaborative Negotiation Model – Stage 2
Week 9	Special Considerations – Difficult Behaviours and High Conflict Personalities
Week 10	Collaborative Negotiation Model – Stages 3 and 4
Week 11	Communication and Culture
Week 12	Group Presentations – emerging issues
Week 13	Group Presentations – emerging issues (continued) Course Wrap-up

## Evaluation

Assignment	Due Date and Time	Mark
Reflection #1	Week 3	5%
Reflection #2	Week 4	5%
Reflection #3	Week 5	5%
Reflection #4	Week 6	5%
Reflection #5	Week 7	5%
Reflection #6	Week 8	5%
Reflection #7	Week 9	5%
Negotiation Analysis	Week 10	20%
Reflection #8	Week 11	5%
Reflection #9	Week 12	5%
Group Presentations	Week 12 and 13	20%
Participation/In-Class Contribution	Throughout the course	15%
<b>Total</b>		<b>100%</b>

## Assignments

### Reflection Essays

*Individual assignment*

**Grade:** 45% of final grade

**Due date:** Weeks 3, 4, 5, 6, 7, 8, 9, 11, 12

**Description:** Each of these reflections gives you a different way to enhance and reflect on your own learning and progress as a negotiator. Reflection Essays are scored based on how much you learn from the various activities, how well you understand and apply course concepts, the intellectual richness of your observations, questions, and conclusions. Maximum word count: 500 each

### Negotiation Analysis

*Individual assignment*

**Grade:** 20% of final grade

**Due date:** Sunday, Week 10

**Description:** Approaching a negotiation with a prepared list of best alternatives to a negotiated agreement, an outline of your interest, some ideas about your counterpart's interests, and a general framework for dialogue improves the chances that each side will reach a mutually beneficial agreement. This assignment will allow you to practice planning of the negotiation process, to prepare for a 4-step process for effective negotiations. Use the Negotiations Preparation Tool to analyze a specific negotiation which will be provided to you. This assignment will be uploaded to Brightspace prior to the class.

### Group Presentations

*Group assignment*

**Grade:** 20% of the final grade

**Due date:** Week 12 and 13

**Description:** This assignment will help you deepen your understanding of the elements of an effective negotiator by allowing you to explore a topic that is of contemporary concern to negotiations. You will select among a number of potential topics to analyze, with the opportunity to employ a range of media to deliver your analysis on your selected topic and apply what you have learned in our course. Groups will be limited to 4 people, and you will sign up for groups through Brightspace. These 15-minute face-to-face presentations will be made on the last two classes of the course, and presentation slides or other accompanying materials will be uploaded to Brightspace prior to the class. Deadlines vary depending on the group and corresponding classes to which you are assigned to present. See Brightspace "Groups" function for more direction.

### In-Class Contribution

*Individual assignment*

**Grade:** 15% of final grade (class discussion = 10%, peer evaluation = 5%)

**Due date:** throughout the course

**Description:** This is the most critical aspect of our course given that we will learn through negotiating cases and group discussions. Components include: attendance; being prepared for every class and case; asking good questions and making comments that move our discussion forward; being open to learning and improving; actively engaging in cases and activities.

This course is built around a series of negotiation exercises. We will conduct one of these exercises in almost every class during the term. For each exercise, you will be assigned a particular role and given background materials, instructions, and (often) confidential information to aid your preparation. You will be paired with one or more negotiating partners. The negotiation exercises are the single most important vehicle for learning in the course.

Because everyone negotiates the same exercise and we then discuss the negotiations extensively, you have access to information rarely available when you negotiate: how well you might have done had you negotiated differently. In these small groups your peers will be evaluating your participation, as you will be evaluating theirs following each negotiation exercise we do in small groups. You will be evaluated by your peers on how you contributed to their learning through your participation.

Class discussion (10%): Everyone will have an opportunity to contribute to class discussion, as we will debrief each negotiation in class. Your contribution will be judged for quality, not quantity.

Peer evaluation (5%): Peer evaluations conducted at the end of each negotiation exercise.