The purpose of this course is to develop your basic ability to negotiate in a purposeful, principled, and effective way.

Negotiation is a social skill, and like all social skills you have to practice it if you want to get better at it.

To give you that chance, we'll do a number of simulated negotiations, which will cover a wide range of business situations, including

- a venture financing,
- a business acquisition, and
- an organizational dispute over a decision to buy a new building

We'll also use lectures, case studies, exercises, games, videos, and demonstrations to help you develop your understanding.

Since there is really no way to make up the experiences we create in class, and since your participation will help your classmates learn, I will expect you to attend each class.

Welcome to the course! I hope it will be one of the very best highlights of your time at Stern.
Specific Course Objectives

By the end of this course, I want you to be able to demonstrate that you can wisely

1. bridge gaps- where at first it seems like only impasse is possible- using interest-based negotiation concepts;
2. handle win/lose (or "distributive") negotiation;
3. communicate more effectively and persuasively, even in the face of hard resistance;
4. tell if you've reached a good outcome in a negotiation, using specific measures of success.
5. prepare a detailed and effective plan for a difficult business negotiation; and
6. understand and manage coalition dynamics and begin to understand other organizational dynamics.

Day -To-Day Course Logistics

When and How to Reach Me:

Phone: You are welcome to call me any time from 10:00 a.m. to 5:00 p.m. any day but Sunday. My phone number is (212) 799-8720. Please do not call to tell me you will miss a class.

E-mail: My address is sf14@nyu.edu.

Handouts and Sign-In Sheet- You'll find handouts for the day's class in a stack near the door as you walk in. Please take one of each handout. Please also sign in using the sheet next to the handouts.

Grading

25% Class participation
20% Simulation memo
5% Babylon Preparation Assignment
20% I FORESAW IT Preparation plan
30% At-home final exam

A Word About Grading Policy Generally

As Stern guidelines call for, about 35% of students get grades in the A range, and about 65% have gotten grades in the B range. The distribution guideline helps us insure fairness among different CCN courses.

Here's the basic grading system I'll use for final grades: A= 91.00 or better; A-= 90.00 or better; B+= 87.00 or better; B=83.00 or better; B-=80.00. I may adjust this system as needed to fit the grade distribution guideline.

Class Participation. A key part of class participation is being here. I expect you to be fully prepared each class to discuss assigned readings and simulations, to be active in our in-class exercises, and thoughtful in your contributions. You should expect me to call on you periodically- especially if you have a laptop open!

What Makes for Excellent Class Participation? Here’s what I look for: full attendance, thoughtful comments during class discussion, question asking, full involvement in the simulations, and engagement and good listening in discussions.
**Asking Questions.** One very good way to participate in class is to ask questions. I particularly encourage you to ask 'dumb' questions. Usually they are the best contributions of all.

**Self-Assessment.** To help determine your grade for class participation, I’ll rely partly on your own assessment using a short form, which I’ll ask you to submit in our last class.

**Attendance Sheet.** Please be sure each class to sign the attendance sheet - a standard feature of negotiation courses around the world. Usually, the sheet will be waiting for you by the door as you enter.

**What If You Do Miss Class(es)?** Each class meeting is worth roughly 5% of your grade for the course.

The excused absences are for religious or civic obligation, serious family emergency, or serious illness. Just give me a brief note explaining the matter as soon as you reasonably can if this is the case.

Please do not ask for an exception for other reasons. While many reasons are certainly important, I expect you to make this course a priority as you would a major business undertaking. There's no need to notify me or apologize to me if you miss a class.

Why do I make such a big deal about an absence? It’s for the sake of school policy and learning. The school has asked me to make it clear that in most cases missing a class in a mini-semester course is not OK. Also, since we only have six sessions, each one is precious.

**If You Expect to Miss a Class.** Please talk to me about it as soon as possible after class. While I'd love you to stay, we may conclude you shouldn't take the course in this section this semester.

**The Simulation Memo.** I'll tell you how to prepare it. You'll discuss specific, transferable lessons you've learned from the applicable simulation and how the experience, the debriefing, the readings, and the lecture helped you learn them.

**The I FORESAW IT Planning Assignment.** I'll tell you how to prepare it too. It will not be an essay but an actual plan for a business conflict I’ll describe for you.

**The At-Home Final Exam.** The exam will present you with a negotiation case and ask you to write about it using course concepts. For example, the exam may ask you to discuss how you would handle the case, or comment on the wisdom of a specific deal. The exam will also ask a couple of other questions that require shorter answers. You'll need to submit it on our ‘NYU Classes’ website. I've designed the exam so you will be able to do it within 1 hour and 30 minutes.

**Deadlines.** If you miss a deadline for a written assignment, I will deduct three points for that assignment for the first day it's late, and one point for each additional day except Sunday. The only exception is for religious or civic obligation, serious family emergency, or serious illness. Just give me a note as soon as you reasonably. Please don’t ask for an exception for other reasons.

**The Student Code of Conduct.** As in every other class as Stern, you must adhere to the Student Code of Conduct. The school reminds me to remind you that as a student, you are obligated to report to me, the instructor, any violation of the code that you suspect you observe.
My name is Seth Freeman, J.D. I practiced corporate and securities law in large New York firms for six years following my graduation from the University of Pennsylvania Law School. Since the 90s, I have been an adjunct professor of Negotiation & Conflict Management at Stern.

I am also an adjunct professor at Columbia University, and have served as a visiting professor at Bordeaux École de Management in France, the World Economic Forum, and Zhongshan University's Executive MBA program.

My courses include Collaboration, Conflict & Negotiation, Advanced Negotiation, Entrepreneurial Transactions, and Negotiating Complex Transactions with Executives & Lawyers.

I'm married to my wife Cary, who is an actress. We live on the Upper West Side. We adopted our daughter Hannah in September 2009. We adopted our daughter Rachael on Christmas Day 2011.

My work in private practice included transactions involving initial public offerings, corporate restructurings, and aircraft financing. I graduated from Cornell University with a degree in economics.
Here are the readings for the course:

**Required**  
*Copyrighted materials*, which I'll give out in class.

*Class Handout Fee.* This fee covers all of the simulation exercises we will use in class. The class handout fee must be paid to the NYU Bookstore by the start of the first class session. I describe below how you can pay the fee online. If you don't pay the handout fee by the date of our first class then you won't be able to participate in the class exercises.

*Bargaining for Advantage,* ("Bargaining") by Richard Schell  
*Getting To YES* ("YES") by Ury  
The books are usually available at the NYU Bookstore. You can also buy them at any online bookstore.

### How To Pay for Copyrighted Materials for Collaboration, Conflict & Negotiation

It will be possible to pay on-line for the copyrighted materials we'll use this mini-semester. To do that,

- Go to [http://www.bookstores.nyu.edu/](http://www.bookstores.nyu.edu/), click on order textbooks, and then type in our course number (MGMT-GB.2159.02). Follow the directions there.
- You can also purchase one or both of the recommended texts there if you'd like to.
- If the bookstore does not yet list the course materials, do not worry- I will keep you updated.

You should complete the reading assignments before the class indicated unless otherwise noted.

Readings will comprise a significant portion of the subject matter for your writing assignments and the exams. Sometimes I will also distribute other materials.
<table>
<thead>
<tr>
<th>Date</th>
<th>Topic</th>
<th>What We’ll Do</th>
<th>Reading</th>
<th>Things To Do</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pre-reading</td>
<td></td>
<td></td>
<td><strong>Required Readings:</strong> Bargaining Intro, Chapter 1 and 5; YES chapter 1,2,3, and 4.</td>
<td></td>
</tr>
<tr>
<td>1. September 7</td>
<td><strong>Integrative Bargaining</strong></td>
<td>Introduction to the Course and My Vision for You; Introduction to Negotiation; Two types of Negotiation; Interests and Interest-Based Bargaining; Texoil Simulation; Finding Creative Trades with Interests and Options.</td>
<td>See pre-reading above.</td>
<td><strong>Check Your Email for the Mini-Reading Packet</strong></td>
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<tr>
<td></td>
<td><strong>Pick Up</strong></td>
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<td><strong>Pick Up</strong> Self Quiz #1 (Interests)*</td>
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<td>*While this and other Self-Quizzes are not gradable assignments, they’re simple, excellent ways to reinforce your understanding of key course concepts.</td>
</tr>
<tr>
<td>2. September 14</td>
<td><strong>Distributive Bargaining</strong></td>
<td>Knight/Excalibur Simulation; Best Targets, First Offers, and Walkaways.</td>
<td><strong>Required Reading:</strong> Negotiating Highlights Magazine, which you received by class 1 in your Mini-Reading Packet.</td>
<td><strong>Due via NYU Classes by class 2:</strong> The comment on the first simulation we did in class 1 is due by class 2 via NYU Classes, under the Assignment tab, following the format I describe in the Assignment memo I distributed in class 1. Note “Faster Feedback, Please’ or ‘Detailed Feedback, Please’ in the upper right hand corner of the first page.</td>
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<td></td>
<td><strong>Recommended Readings:</strong> Bargaining Intro, Chapters 1 and 5; YES chapters 1, 2, 3, and 4.</td>
<td><strong>Due in class:</strong> Please bring one hard copy of your memo for the classmate you wrote about and give it to her after class.</td>
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<td></td>
<td><strong>Pick Up:</strong></td>
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<td></td>
<td><strong>Pick Up:</strong> Self-Quiz #2. (Distributive Bargaining).</td>
</tr>
<tr>
<td>3. September 21</td>
<td><strong>Measures of Success; Power &amp; Influence in One-On-One Interactions.</strong></td>
<td>Newberry Market Exercise; Babylon Cellular Simulation; Alternatives to Negotiations; Time Bombs and the Measures of Success</td>
<td>No assignment.</td>
<td><strong>Due before Class 3 in your Dropbox on NYU Classes</strong> Preparatation memo described in the assignment memo in your Class 2 outline.</td>
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<td><strong>Pick Up:</strong> Self-Quiz #3 (Measures of Success.)</td>
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<td><strong>Pick up:</strong> Self-grading guide.</td>
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<tr>
<td>Date</td>
<td>Topic</td>
<td>What We’ll Do</td>
<td>Reading</td>
<td>Things To Do</td>
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| 4. September 28      | Creative and Competitive Negotiation; Listening and Question Asking; Basic Persuasion Techniques | New Recruit and Outside Offer Simulation; Listening and Question Asking Skills; Going to the Balcony. | Required Readings:
Bargaining Chapter 2,3,4, and 6 YES Chapters 6 and 5. I also encourage you to read the rest of Bargaining at your leisure; it’s that good. | Pick Up: Self-Quiz #4.
(Offers and Rapport.)

Due ‘NYU Classes.’
Self-graded submission following the instructions in the self-grading guide you received in Class 3. |
| 5. October 5         | Effective Preparation.                                  | The Five Measures of Success; Pacific Oil Case; Planning for Difficult Negotiations with I FORESAW IT; Common Interests. | Required Reading:
Mini-Reading Packet: Pacific Oil case, and "I FORESAW IT: A Way to Improve Your Preparations for Negotiations." Be prepared to discuss the Pacific Oil case. Be ready to discuss what happened when, and what Fountaine did well and poorly. | Find Attached to Outline: I FORESAW IT assignment.  
Class participation self-assessment form and informal anonymous feedback form, which is attached to your class 5 outline.  
Also pick up: Self-Quiz #5 (Common Interests). |
| October 12           | No class                                                |                                                                                |                                                                                       |                                                                                                  |
| 6. October 19        | Coalitions and Introduction to Organizational Dynamics and Multiparty talks.  | FG&T Tower Simulation; Introduction to Coalition Dynamics; Conclusions and Challenges. | Required Reading:
Mini-Reading Packet: FG&T Tower General Information. | Due on NYU Classes by Class 6:  
I FORESAW IT plan assignment.  
Due in class: Class participation self-assessment form, which is in the back of your mini-reading packet.  
Also due in class: Informal anonymous feedback form, which is attached to your class outline.  
Pick up at-home final exam - I will hand it out to you in class. |
| October 23 by 9 a.m., FOUR DAYS FOLLOWING OUR LAST SESSION |                                                                                   |                                                                                | Final exam due via NYU Classes.                                                                 |                                                                                                  |
### Summary of Deadlines of Deliverables  
*(not reading assignments or out-of-class simulation work)*

<table>
<thead>
<tr>
<th>Class</th>
<th>Assignment Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>2 (via NYU Classes)</td>
<td>Comment memo on the Texoil simulation</td>
</tr>
<tr>
<td>2 (in class)</td>
<td>Anonymous Student Survey AND hard copy of Texoil memo for classmate</td>
</tr>
<tr>
<td>3 (via NYU Classes)</td>
<td>Babylon Cellular simulation preparation assignment.</td>
</tr>
<tr>
<td>4 (via NYU Classes)</td>
<td>Self-graded submission.</td>
</tr>
<tr>
<td>6 (via NYU Classes)</td>
<td>I FORESAW IT Plan Assignment</td>
</tr>
<tr>
<td>6 (in class)</td>
<td>Class Participation Self-Assessment Form + Informal Feedback</td>
</tr>
<tr>
<td>In Class 6 (in class)</td>
<td>Receive at-home final exam</td>
</tr>
<tr>
<td>October 23 by 9:00 a.m. (via NYU Classes) –</td>
<td>Final exam</td>
</tr>
</tbody>
</table>

- = non-gradable assignment  
- = required, gradable assignment
Please take a few minutes before our 2nd class to jot down answers to the following questions. I'm asking these questions to help me learn better how to make the course valuable for you. You may write on the back or attach a sheet if you need more space.

1. Tell me one thing one of your professors did that helped your professor develop a good rapport with your class.

2. Tell me something about the best professor you ever had anywhere that made that professor a great teacher.

3. How do you feel about negotiation?