

**Overview: Effective Negotiating (MANA 7332)**

Effective negotiating is crucial for success in any managerial, leadership, or professional role. For some roles, formal negotiations are required in order to create durable agreements such as those seen in sales contracts, strategic alliances, and transfer pricing. For other roles, informal negotiations are more important because differences between/among co-workers, departments, business units, and organizations must be bridged through influence rather than formal authority.

The negotiations course is focused on concepts, tools, and techniques that can be used to create effective formal and informal agreements. Fundamental challenges of distributive (i.e., competitive) and integrative (i.e., cooperative) negotiating are examined, as are issues related to coalition formation, irrational escalation of commitment, and ethics. Attention is also given to issues that can plague bargaining in a culturally diverse environment. Simulated negotiations (members of the class negotiate with/against one another) are emphasized in order to develop specific skills. At the end of the course, each class member should be able to better diagnose negotiation situations and adopt effective strategies and tactics for those situations.

**Format: Spring 2020**

The course will be taught on-line in the Spring of 2020. *The on-line format will provide several advantages*, which include:

- 1) Leveraging a technology (video conferencing) that increasingly is being used for business negotiations (although learning and skill-building in the course will transfer to face-to-face settings, negotiating in the context of video conferencing will be timely and important).
- 2) Having more time for each simulated negotiation (in the face-to-face format, there occasionally is a little too much time pressure).
- 3) Facilitating the recording of more of the negotiations (video recordings will enrich post-negotiation review).

The LMS (Learning Management System) will be iDecisionGames. This platform automates many functions, such as access to negotiation case/exercise materials, team assignments,

scoring of outcomes (for quantitative negotiations), graphical displays of outcomes, trends across negotiations for each person, and so on. The platform is being used at UT, Duke, Stanford, and several other institutions. To learn more, see the included document entitled “Revolutionize How You Teach TNRC Negotiation Exercises and Role Plays (from the Program on Negotiation at Harvard Law School). For the video conferencing, Zoom will be used. Zoom creates rich visual interactions between/among members of groups. To learn more, see the included document entitled “Zoom Video Conferencing” (this document is from the company itself, but the inputs seem to be reasonably accurate).

### **Biographical Sketch: Instructor**

Since working as a shift manager and subsequently completing his graduate studies, Professor C. Chet Miller has taught full-time at Baylor University, Wake Forest University, and the University of Houston. At Baylor, he served as Director of the Center for Executive Education. At Wake Forest, he served as Associate Dean for Faculty Affairs and as Academic Director for the Executive MBA Program. Professor Miller is an active member of the Strategic Management Society and the Academy of Management. Awards and honors include: Outstanding Young Researcher Award (Baylor University); best research designations (*Academy of Management Review* and *Academy of Management Annals*); and teaching awards from Wake Forest University, the University of Houston, and Duke University (he has been a guest instructor at Duke).

Professor Miller has worked with a number of managers and executives. Through management development programs, he has contributed to the advancement of individuals from such organizations as ABB, Bank of America, Krispy Kreme, La Farge, Red Hat, State Farm Insurance, and the United States Postal Service. His focus has been leadership, strategic visioning, and high-involvement approaches to managing people.

Professor Miller’s published research focuses on the functioning of executive teams, the design of organizational structures and management systems, and the design of strategic decision processes. His work has appeared in *Harvard Business Review*, *Organization Science*, *Academy of Management Journal*, *Journal of Management*, *Academy of Management Review*, *Academy of Management Executive*, *Academy of Management Annals*, *Strategic Management Journal*, *Journal of Organizational Behavior*, *Journal of Behavioral Decision Making*, and *Advances in Strategic Management*.



# Revolutionize How You Teach TNRC Negotiation Exercises and Role-Plays

## Innovative Technology for Negotiation Role-Plays

BY LARA SANPIETRO — ON JUNE 5TH, 2017 / [TEACHING NEGOTIATION](#)

a d k v s Comment

Daily Blog



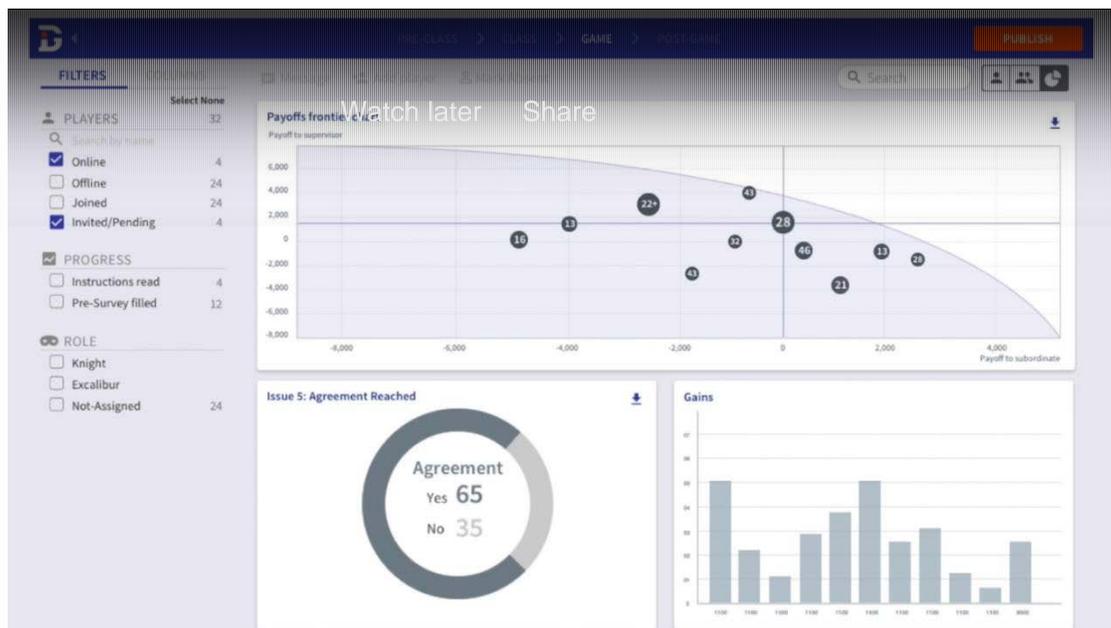
You've told us that using technology in your teaching is important so we spent some time evaluating various platforms and software that help negotiation teachers and trainers to utilize the power of

role-plays in their classes. The team at [iDecisionGames](#) has created a web-based platform that offers many benefits and opportunities to transform how you teach with negotiation role-plays.

The Teaching Negotiation Resource Center is excited to announce that you can now teach our catalog of great negotiation exercises in an entirely fresh way!

***Teachers and trainers can leverage the power of technology to enhance their negotiation classes by using TNRC role-plays on the [iDecisionGames \(iDG\)](#) platform.***





## Teaching Negotiation Exercises on the iDG platform enables educators to:

- Easily pair participants and distribute materials
- Monitor entire class progress in real time
- Generate analytics and visuals about class performance
- Capture and share qualitative details and quantitative data

## Participants can:

- Access the iDG platform on their computer, tablet or phone
- Get instantaneous feedback from educators
- Negotiate in person, online, or by video conferencing

*iDecisionGames has created a simple template for each exercise including outcome forms and charts so educators can be up and running with a few clicks. iDG has made it easy to run exercises, gather debrief information and display graphs.*

Teaching in the digital space is an important but difficult step for some educators to take. Many of you have expressed interest, but not necessarily confidence, in leveraging technology in your classroom. Efficiency is important, but so is the quality of the

student/teacher experience, customer support and cost.

### **PON Faculty Feedback**

Program on Negotiation Faculty and Executive Committee member Jared Curhan (MIT Sloan Distinguished Professor of Management) was similarly unsure about how smooth the transition would be prior to his first pilot of the iDG platform.

Curhan, a detail-oriented educator already familiar with the power of technology in negotiation teaching, decided to heavily customize the TNRC negotiation exercises he planned to use. According to Curhan “**...I’ve spent considerable time with the iDecisionGames team to ensure each role-play I intend to use is exactly how I need it to be. The platform is incredibly customizable**”.

Curhan offered a helpful nugget of advice to interested colleagues who might feel unsure about enhancing their negotiation exercises with technology. “**Let your students know you’re trying something out for the first time. In my experience, they are not only tolerant, but also quite enthusiastic to engage with something new**”.

*Curhan has built on his early successes and now intends to run all of his negotiation role-play scenarios on the iDecisionGames platform: from his semester length courses at MIT, to his Executive Education teaching, to his online programs.*

When asked if the effort to learn a new technology was worth the payoff in the classroom, Curhan replied: “**Yes! Hopefully the investment of time and energy we spent customizing our role-plays can benefit other users of the platform**”.

iDecisionGames Founder Niraj Kumar agrees that every educator who runs negotiation exercises on their platform “benefits from the experience of other teachers and trainers who use the platform”.

## Built for modern teams

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### Meet securely



End-to-end encryption for all meetings, role-based user [security](#), password protection, waiting rooms, and place attendee on hold.

## Customers who switch to Zoom report an increase in performance, trust, and engagement



92% report an increase in performance



82% report a greater sense of trust



91% report a greater sense of engagement



85% saw an increase in video usage