

**University of Haifa**  
**Faculty of Management**  
**Real Estate MBA Program**

Class: LOTAN

Course name: **STRATEGIES and TECHNIQUES OF NEGOTIATION**

Lecturer: Associate Professor Chalom Schirman

Office hours: Tuesdays from 16:00 to 17:00 (upon appointment)

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**Objectives of the course:**

- to give participants an understanding of major theoretical and experimental perspectives on the nature of effective negotiation;
- to provide a framework for translating negotiation theory and research into effective practice;
- to provide a range of illustrations of effective (and ineffective) negotiation practice drawn from the worlds of international business, international political decision making, interpersonal and intergroup relations;
- to illustrate how Parties can create value for themselves through Negotiation.
- to sharpen participants' awareness of conflict and its settlement or resolution through a variety of means including negotiation and the intervention of third parties as mediators.

**Structure and methodology:**

Using a combination of lectures, structured interactive exercises, case analyses, role-playing, presentations by students of own negotiation experience and class discussions, this course introduces a pragmatic and effective approach to reaching agreement through negotiation. Since everyone negotiates and does so all the time it is possible to teach negotiation by taking skills that people already have - then improving upon these through systematic exploration of various themes and issues.

The underlying structure of the Model of Principled Negotiation is very clearly described in the book **participants are required to read before class starts:**

*“Getting to Yes”*, by R. Fisher & W. Uri.

The consecutive sessions will thus be devoted (according to the methods described below) to further detailing, exploring and experiencing the various elements and components of the Model. Before each session, case studies will have to be prepared by the students.

**N.B. All the course materials are in English.**

**The course is taught in Hebrew.**

## **Grading and Assessment:**

- **Attendance.** The course is based on simulations of case-studies in groups and each student is assigned a specific role. At the end of each session, you will be given the instructions for your roles in the simulation that will take place during the following session. If a student is absent (or late), s/he will penalize the other members of his/her group. It is thus essential that all participants who register for the course attend ALL sessions. *Consequently, please note that*

- *If a student misses one session, 10 percent will be removed from his/her grade.*
- *If a student misses 2 sessions, 20 percent will be removed from his/her grade.*
- *If a student misses more than 2 sessions s/he will not get a credit for this course.*

- **The final (overall) Grade will be composed of**

- Group Presentations of students' own negotiations (40% of overall grade)
- Final Group Report of a simulated negotiation: MAX 8 pages (60% of overall grade).

**Deadline for submitting the report: Friday, December 15, 2017.** *N.B. - only paper copies sent to the secretariat will be graded – please do not email any electronic copy.*

## **Required Readings: Fisher-Uri book PLUS The Manual of the Course**

Please refer to the session breakdown for the required readings included in the Manual.

## **Suggested Readings:**

The Course Manual contains several lists of further suggested readings by topic.

## Sessions breakdown:

Session	Required readings for the session	Content of session
1 (October 24, 2017)	1) <b>Fisher Roger and Uri William, <u>Getting to Yes - Negotiating Agreement Without Giving In</u></b> , 2nd Edition, Penguin Books, New York 1991 (all chapters)	<ul style="list-style-type: none"> <li>• Introduction to Negotiation Theory and Practice</li> <li>• Techniques to joint decisions</li> <li>• Situations of Negotiation</li> <li>• Positions bargaining vs. Interests dovetailing</li> <li>• <b>Case Study (Simulation): <i>Oil Pricing</i></b> <ul style="list-style-type: none"> <li>○ Prisoner's dilemma; the emergence of cooperation; long term relations; stakes and objectives; trust</li> </ul> </li> </ul>
2 (October 31, 2017)	1) <b>Case:</b> Hamilton Real Estate 2) <b>Articles:</b> a) Axelrod Robert, "The Problem of Cooperation" (Course Manual, p. 25) b) 2. <i>Venter Dr. DP</i> , " Making First Offers - the pros and cons" (Course Manual, p. 45)	<ul style="list-style-type: none"> <li>• <b>Case Study (Simulation): <i>Hamilton Estate</i></b> <ul style="list-style-type: none"> <li>○ The PON Model: Alternatives, BATNA, ZOPA, First Offer, Anchoring, Options, Creating Value</li> </ul> </li> </ul>
3 (November 7, 2017)	1) <b>Case:</b> Sally Swansong 2) <b>Articles:</b> a) Mor-Schirman Rivka, "Interests vs Ethics" (course manual p. 85) b) Ertel Danny, "Turning Negotiation into a Corporate Capability" (Annexed to the course manual)	<ul style="list-style-type: none"> <li>• <b>Case Study (Simulation): <i>Sally Swansong</i></b> <ul style="list-style-type: none"> <li>○ Project Negotiation: Defining stakes; Creative options</li> </ul> </li> <li>• The negotiation function in the firm</li> </ul>
4 (November 14, 2017)	1) <b>Case:</b> Bunyon Brothers	<ul style="list-style-type: none"> <li>• <b>Case Study (Simulation): <i>Bunyon Brothers</i></b> <ul style="list-style-type: none"> <li>○ Structure of Preparation for a Negotiation</li> </ul> </li> </ul>
5 (November 21, 2017)	1) <b>Case:</b> Tucker graphics Vs Nihon Ichiban 2) If time allows: beginning of students' presentations	<ul style="list-style-type: none"> <li>• <b>Case Study (Simulation): <i>Tucker Vs Nihon Ichiban</i></b> <ul style="list-style-type: none"> <li>○ A Business conflict</li> </ul> </li> <li>• Third party intervention: arbitration vs mediation</li> </ul>

<p>6 (November 28, 2017)</p>	<p><b>Students' presentations:</b> 5 teams will make presentations and 5 teams will make methodological comments</p>	
<p>7 (December 5, 2017)</p>	<p>1) <b>Case:</b> Harborco</p>	<ul style="list-style-type: none"> <li>• <b>Case Study (Simulation): <i>HARBORCO</i></b> <ul style="list-style-type: none"> <li>○ Multiparty, multi-issue negotiations, coalition building</li> </ul> </li> </ul>

## **Chalom Schirman**

Chalom Schirman, Associate Professor, is the Head of the International MBA at the University of Haifa.

Chalom Schirman has been Associate Professor at the Graduate School of International Management of the Ecole Nationale des Ponts et Chaussées (ENPC) in Paris, from 1995 to 2010 ; International Dean of SIMBA (Shanghai International MBA) in Shanghai, a joint venture between the ENPC-MBA and the School of Economics and Management of Shanghai's Tongji University (1999-2010) and Head of IEDP (Corporate Managerial Programs) at Tongji University until 2015. He has been teaching at the Technion MBA (2000-2006) and in Haifa U MBA Programs since 2007.

He has been/is teaching ***International Business Negotiation*** and ***GeCoPolitics, the geopolitics of globalization*** in several MBA Programs in Paris, Shanghai, Haifa, Edinburgh, Tokyo, Delhi, Buenos Aires, Casablanca, etc. He was/is also in charge of the ***Shanghai Study Trip***.

In parallel, he is an International Consultant, trainer and coach in strategy, international partnerships, trade agreements and Negotiation as well as a Founding Partner & Associate of *Négociateurs Associés* - Paris, training and consulting firm in Negotiation Techniques and Management.

Prior to 1990, Chalom Schirman has been, for 17 years, a diplomat, first in charge of the Division of International Economic Intelligence, later as Counselor for Economic Affairs, Embassy of Israel, Paris and as the Israeli Representative at the Club de Paris, then as Deputy Director of the Division of Economic Relations and Coordinator of Training Programs in International Economic Relations at the Ministry of Foreign Affairs in Jerusalem and, finally, Consul General of Israel in Montreal (1986-1990).

Prof Schirman (born in Belgium) graduated in Economics and International Relations from the Université Libre de Bruxelles (1967) and Harvard University (1969), was trained in 1986 at the Harvard Salzburg Seminar by Prof R. Fisher and H. Raiffa and later at the PON Trainers' Program (Cambridge, MA), is an ENPC-MBA Alumnus (class of 91), was President of the ENPC-MBA Alumni Association (95-97) and a member of the Harvard Club of France management team.

He has co-authored a book titled ***Business Negotiations Strategy*** published (in Chinese) in Beijing (2005) and has written several articles and two case studies on Negotiation Techniques as well as a Monograph on *The impact of the Arab boycott* (Shiloach Institute of Tel Aviv University) and *A Guidebook on International Economic Relations for diplomats* (MFA, Jerusalem)

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