

Negotiation

Final Interview Paper Information

For this final assignment, you will conduct an in-depth interview with an individual of your choosing who is actively engaged in some form of regular professional negotiation and then write a detailed analysis of the interview. The following requirements apply:

1. The interview subject needs to have a minimum of five years professional experience as an actively engaged negotiator (that is, as a routine part of his/her/their professional responsibilities). It does not matter whether or not this person formally studied negotiation, nor does it matter in what context this person negotiates professionally.
2. You need to conduct a detailed (in-person preferred but telephone acceptable) interview with this negotiator. Most interviews last about one hour. I have included a few suggested questions at appendix 1.
3. Your written analysis must include the following sections (please use these section headings):
 - a. Section 1
 - i. Negotiator background (including education, negotiation training and years of negotiation experience). You do **not** need to identify this person by name or affiliation if anonymity is a concern.
 - ii. Description of the nature of his/her/their experience (including the context in which he/she/they negotiate and the types of negotiations he/she/they conduct).
 - b. Section 2 – A discussion of his/her/their philosophy of, insights into, beliefs about, and orientation toward, negotiation, including (but not limited to):
 - i. His/her/their worldview and beliefs about the nature of people as they negotiate, the negotiation process itself, and how it influences his/her/their approach to negotiation.
 - ii. His/her/their levels of self-awareness, other-awareness and awareness about the negotiation process (this relates to our own exploration of awareness).
 - iii. How he/she/they approaches negotiations and why.
 - c. Section 3 – An analysis of this person as a negotiator in relation to the readings and concepts we have covered during this course. In this section, compare, contrast and draw insights about the ways this person interacts as a negotiator. **Make specific reference (including appropriate quotes) to our own readings and supplemental resources.**
 - d. Section 4 – A discussion of insights you draw about *yourself* as a negotiator in light of and in relation to the person you have interviewed, keeping in mind our three levels of awareness: awareness of self; awareness of other; and awareness of context.

Technical Information

Your final paper should be between ~~10~~⁸ and ~~15~~¹² pages in length, excluding cover page and bibliography (please use proper citation form). Please use Times New Roman font, 12 point type, double spaced with one inch margins. A grading rubric is appended for your information.

Appendix 1

Ideas for Interview Questions

The following are *examples* of the types of questions you may want to ask for your interviews. This is not an exclusive list and I do not expect you to follow it if you wish to learn different things from your interview subject.

Context of her/his/their work

- In what settings does this person negotiate?
- Are these settings formal or informal?
- What is the culture of the industry or environment where these negotiations take place (is it a “macho” culture? Hierarchical structure? Flat organization? Diverse community?)
- Who does this person represent in negotiations (a person; a department; a company; a union; a public constituency; etc.)
- With whom does this person work as a negotiator (i.e. does she/he/they work as part of a negotiation team? Alone? Must obtain approval from a superior? From a workgroup?)

Background and training

- What is this person’s educational background? Does it include any courses or study related to communication? Psychology? Law? Management? Conflict? Negotiation? Mediation?
- Did this person receive formal *training* in negotiation? If it is formal, what approach or philosophy to negotiation was taught (e.g. “interest-based bargaining;” “negotiate to win”)?
- What is this person’s informal training in negotiation (for example, did this person have a mentor)?
- How extensive and what types of negotiation is this person most experienced in (for example, 10 years of negotiating complex labor agreements taking on average three - six months per agreement; one or two complex business transactions per year such as joint venture agreements; hundreds of individual sales contracts, etc.)?

Philosophy about people who negotiate

- What does this person believe/assume about people with whom she/he/they negotiates (for example does she/he/they believe people are generally honest? Fair? Concerned about joint gain? Willing to say whatever it takes to win the deal? Untrustworthy? Short-sighted? Self-interested? Deceitful)?
- Does this person have any core values or principles that she/he/they always keeps in mind when negotiating? What are they? How did she/he arrive at these principles and values? How do they manifest during negotiations?
- Is there anyone with whom, on principle, she/he/they refuses to negotiate? Who and why? How do they manage these situations?

Preparation and strategy

- How does this person prepare as a negotiator (and specifically, what does this person do to prepare)? Can this person describe an example?
- What strategies does this person use, and how does she/he decide on these strategies?

Examples of specific negotiations (information that identifies the person or specific negotiation is not necessary)

- Can this person describe her or his: most difficult negotiation? Most satisfying negotiation? Most frustrating negotiation? A typical negotiation? What made them so, and what did she/he learn from these experiences to make her/him a more effective negotiator?

What else would this person like me to know that I have not asked?

Grading Rubric
Final Interview Paper

This paper is worth ³³30% of your course grade

The purposes of the interview and paper are: to give you an opportunity, now that you have studied negotiation, to more deeply examine the thinking and work of an experienced negotiation professional; to compare the concepts and ideas you have been studying with the experience and insights of a professional negotiator; and to allow you to synthesize what you have learned in a way that is grounded in practice. The following grading categories reflect the detailed information provided in the assignment instructions.

Provides a clear and comprehensive description of the negotiator and his/her experience:
Excellent (5-6) Very Good (3-4) Average (1-2) Below Average (0)

Effectively articulates the negotiator's philosophy of, insights into, and beliefs about negotiation:

Excellent (5-6) Very Good (3-4) Average (1-2) Below Average (0)

Conducts an in-depth analysis of the person as a negotiator in relation to the readings and concepts we have covered during the course:

Excellent (6-7) Very Good (4-5) Average (2-3) Below Average (0-1)

Engages in a serious and thoughtful discussion of the insights drawn about the student in light of and in relation to the person interviewed:

Excellent (6-7) Very Good (4-5) Average (2-3) Below Average (0-1)

Includes and integrates appropriate quotes and cites to readings:

Excellent ⁵⁻⁶(3) Very good ³⁻⁴(2) Average ¹⁻²(1) Below average (0)

Evidence of having edited and proofread the paper prior to submission:

Yes (1) _____ No (0) _____

Excellent (5-6) Very Good (3-4) Average (1-2) Below Average (0)

Comments:

