



Carnegie Mellon University  
Master of  
Software Engineering

## 17-693 Negotiations for Software Leaders

Summer 1 (A5) 2022, 6 units

Section A, Tuesdays and Thursdays, 10:10 am – 11:30 am, 3SC 265, IPE

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### Instructor Information

**Name:** Dominick (Nick) Frollini  
**Contact Info:** [nfrollini@cmu.edu](mailto:nfrollini@cmu.edu); 412-268-5359 (office)  
**Office Location:** 300 S. Craig Street – Room 274  
**Office Hours:** By Appointment

### Course Description

Negotiation skills are fundamental to professionals in all fields. Indeed, a strong argument can be made that almost every interaction that humans engage in is a negotiation in one form or another. This can be particularly important in technology-related industries and positions, where individuals may find themselves negotiating a job offer, attempting to convince upper management to back a new product or project, or trying to agree on deal terms for a corporate merger or a venture capital investment. The ability to identify your goals and alternatives, to effectively engage with a negotiating partner, and to define and achieve a positive outcome is critical to success in these and numerous other endeavors — and those who excel at handling these kinds of complex and often nuanced interactions will achieve greater success for themselves and their organizations.

This course provides practical, hands-on training in the art and theory of negotiation. Unlike a traditional, lecture-based course, the bulk of your learning in this class will come from engaging in numerous in-class and out-of-class negotiation simulations with your peers. You will learn which strategies will help you be successful and which approaches will lead to failure. These simulations will be supported by extensive readings and video lectures along with a number of additional reflective assignments and a final paper.

### Prior Knowledge/Prerequisites

None. 17-604 is helpful, but not required.

### Learning Objectives

By the end of this course, you will be able to:

1. Understand the concept of negotiation, the key elements of a negotiation process, and the distinct types of negotiation;
2. Select and execute a negotiation strategy, including setting goals and defining success;
3. Understand and apply the basic elements of distributive and integrative negotiations;
4. Define and utilize various approaches to ethical standards and ethical reasoning, particularly in the context of a negotiation;
5. Detect and counter others' use of deceptive tactics in a negotiation setting;
6. Manage perception, cognition, and emotions in a negotiation setting;
7. Apply practical tools to improve communication processes in negotiations;
8. Recognize hardball tactics and be able to counter them;
9. Understand and apply strategic approaches to manage power disparity between negotiators;
10. Identify the impact of existing relationships on negotiation dynamics and manage issues of reputation, trust, and fairness in negotiation settings;
11. Recognize the challenges posed by multiparty negotiations and build strategies for managing those challenges effectively; and
12. Understand the unique issues that can arise in cross-cultural negotiations.

## Learning Resources

We will use two **required textbooks** this semester. They may be obtained directly from McGraw-Hill Education at the URLs below:

*17-693 Negotiations for Software Leaders*

(Based on *Essentials of Negotiation*; Lewicki, Saunders, Barry; 7th Edition)

ISBN: 9781307787368

<https://www.mheducation.com/highered/custom/product/9781307787368.html>

*17-693 Negotiations for Software Leaders - Supplementary Text*

(Based on *Negotiation: Readings, Exercises and Cases*; Lewicki, Barry, Saunders; 7th Edition)

ISBN: 9781307787481

<https://www.mheducation.com/highered/custom/product/9781307787481.html>

**Please note:** I have placed a copy of each of these textbooks on reserve in the Engineering & Science Library in Wean Hall. They may be checked out from the circulation desk for periods of up to two hours.

Virtual copies are also available here:

[https://cmu.primo.exlibrisgroup.com/discovery/collectionDiscovery?vid=01CMU\\_INST:01CMU&collectionId=81278879090004436](https://cmu.primo.exlibrisgroup.com/discovery/collectionDiscovery?vid=01CMU_INST:01CMU&collectionId=81278879090004436)

The main textbook can be found by searching on the term "Negotiation"; the supplementary textbook can be found by inputting my last name into the search field. Please keep in mind that virtual reserves can be accessed from any location, but only by one student at a time and they have the same two hour limit as the physical copies.

I **strongly** recommend that you purchase these textbooks to avoid access issues. Nevertheless, the reserve copies are available to you.

We will use two **case studies** from the Dispute Resolution Research Center at the Kellogg School of Management at Northwestern University during this course:

*Housemates and COVID Conversations*

*Deep Space*

You will receive an electronic invoice from Kellogg for these cases shortly (approximate cost \$10) and access to your specific portion of each case later in the term. Please be sure to add [noreply@new.negotiationexercises.com](mailto:noreply@new.negotiationexercises.com) to your contact list to avoid mail delivery issues.

We will maintain an active course website on Canvas where you may access various materials, including supplementary video lectures, participate in discussions, and submit assignments.

## Assessments

Your final course grade will be calculated using the following categories:

5 quizzes @ 4% each	20.0%
5 questionnaires @ 3% each	15.0%
1 reflection paper @ 5%	6.0%
1 final paper (in lieu of a final exam)	20.0%
13 in-class/out-of-class exercises @ 3%	39.0%
<b>Total</b>	<b>100%</b>

Note that a plurality of your grade comes from your participation, engagement, and success (or failure) in a series of in-class and out-of-class negotiation exercises and simulations. These are designed to give you practical, hands-on experience in negotiations and to allow you to put the material covered in the textbook and supplementary readings into practice. A specific list of assignments can be found in the course schedule, below.

Most assignments will be accompanied by a grading rubric to help you understand the expectations of the assignment and the manner in which you will be graded. *You are responsible for your grade in this course.*

Assignments will be scored on the following four-point scale:

Score	Description	% Translation
0	Unacceptable	0%
1	Needs Improvement	33%
2	Proficient	66%
3	Advanced	100%

In general terms, these scores mean:

*0 – Unacceptable* – The work product does not meet the basic goals of the assignment and does not demonstrate that the student has attempted to master the learning objectives involved.

*1 – Needs Improvement* – The work product meets some of the basic goals of the assignment and, while the student has not yet mastered the learning objectives involved, has begun to internalize them.

*2 – Proficient* – The work product meets the basic goals of the assignment and demonstrates that the student has internalized the learning objectives involved.

*3 – Advanced* – The work product exceeds the basic goals of the assignment and demonstrates that the student has mastered the learning objectives involved to a very high degree of proficiency.

*Fractional scores are possible. For example, getting 8 out of 10 questions on a quiz correct will translate into a score of 2.4 (8 x 0.3) for the quiz.*

***Assignments will be due on the date and at the time specified on Canvas. Simulations will occur as per the course schedule and, as such, you should be prepared for each simulation when it happens.***

You will be assigned the following final letter grades, based on calculations coming from the course assessments as scored above:

Score	Letter Grade
33 or below	R
34 - 41	C-
42 - 49	C
50 - 57	C+
58 - 65	B-
66 - 73	B
74 - 81	B+
82 - 89	A-
90 - 97	A
98 - 100	A+

**An important note on the quizzes referenced above...**

At the start of five of our class sessions, you will receive a short quiz on the reading assigned for that class. These will not be announced in advance. This is designed to encourage you to read and understand the assigned materials from the primary textbook. Each quiz will consist of ten true/false and/or multiple-choice questions based on the chapters in the main textbook; no questions will be based on the supplementary readings. You will have approximately ten minutes to complete each quiz. These quizzes are not open book, but you may use one page (front and back) of notes per chapter of the textbook that has been covered. For example, if a quiz is given in the fourth class session (by which point the first six

chapter of the textbook will have been assigned), you may use up to six pages of written notes. To help reinforce your learning, and to assist in your performance on these quizzes, I strongly encourage you to prepare up to one page of summary notes on each chapter in the textbook. These will be useful not only on the quizzes, but also during the negotiation sessions — and will serve as a reference that you can use as you move forward.

Two important points related to this: (1) the notes may be hand written or typed, but must be on physical paper; you may not use any electronic aids (other than those provided for as a disability accommodation) during the quizzes. (2) the notes must be yours and yours alone; you may not share notes with other members of the class — doing so will be treated as an academic integrity violation.

This is a fast-paced class with quite a bit of material to cover. The quizzes are designed to make sure that you pay attention to the readings so that you learn the theory you need to put into practice during the negotiation simulations. The notes that you may choose to prepare will help you learn and apply this information more effectively. *Again: notes are entirely optional, but are **strongly** encouraged.*

### Grading Policies

- ⌚ **Late-work policy:** Deadlines in the professional world are often inflexible; failure to complete a project on-time can result in serious consequences for employees and their organizations. Accordingly, the expectation is that you will turn in your work by the stated deadline for the assignment, in the absence of extenuating circumstances (e.g., a medical emergency). However, we realize that life happens, and you may turn in one assignment late during the semester without a documented reason – this assignment will be penalized by 10% (or the point equivalent). Unexcused assignments after the first will receive a score of “0”.
- ⌚ **Make-up work policy:** If you become ill during the semester (as documented by either an external medical professional or University Health Services), you will be permitted to make up any work that you have missed and to turn in assignments late without the normal penalty. Please endeavor to inform me at least 24-hours prior to the due date of any given assignment if at all possible.
- ⌚ **Re-grade policy:** If you believe that your score on any assignment is incorrect, you may ask me to review the work for a possible re-grade. You should submit this request, in writing, within three business days of the score being given to you. Please note that (1) you may submit no more than one such request during the course, and (2) a request for a review of your work does not guarantee that the score will increase. Your score will *never* decrease as a result of a re-grade request.

### Course Policies

- ⌚ **Attendance and participation policy:** You will be expected to attend all class sessions (unless otherwise discussed with the instructor); the instructor or TA will record attendance. Additionally, you will be expected to participate fully in all in-class discussions, exercises, and case studies — and will be expected to have read/viewed all assigned material prior to each class session. Please note that I expect that you will abide by all behaviors indicated in [A Tartan's Responsibility](#), including any timely updates based on the current conditions.
- ⌚ **Academic integrity and collaboration:** Honesty and transparency are important to good scholarship. Plagiarism and cheating, however, are serious academic offenses with serious consequences. If you are discovered engaging in either behavior in this course, you will earn a failing grade on the assignment in question, and further disciplinary action may be taken. For a clear description of what counts as plagiarism, cheating, and/or the use of unauthorized sources, please see the University's Policy on Academic Integrity here: <https://www.cmu.edu/policies/student-and-student-life/academic-integrity.html>. If you have any questions regarding plagiarism or cheating, please ask me as soon as possible to avoid any misunderstandings. For more information about Carnegie Mellon's standards with respect to academic integrity, you can also check out the Office of Community Standards & Integrity website: <https://www.cmu.edu/student-affairs/ocsi/students/avoiding/index.html>.
- ⌚ **Use of mobile devices:** You will be expected to engage fully during our class sessions as you would in the professional world during a meeting; this means that mobile devices should not be utilized (except for viewing notes during a presentation/negotiation) in class. For any sections conducted online, this means that you should not be using a secondary device during class (i.e., you should not be using your cell phone to play a round of “Candy Crush” while we are discussing a case or participating in a simulation). Be kind to and considerate of your fellow students.

- ⌚ **Accommodations for students with disabilities:** If you have a disability and require accommodations, please contact Catherine Getchell, Director of Disability Resources, 412-268-6121, [getchell@cmu.edu](mailto:getchell@cmu.edu). If you have an accommodations letter from the Disability Resources office, I encourage you to discuss your accommodations and needs with me as early in the semester as possible. I will work with you to ensure that accommodations are provided as appropriate. If you suspect that you may have a disability and would benefit from accommodations but are not yet registered with the Office of Disability Resources, I encourage you to contact them at [access@andrew.cmu.edu](mailto:access@andrew.cmu.edu).
- ⌚ **Statement on student wellness:** As a student, you may experience a range of challenges that can interfere with learning, such as strained relationships, increased anxiety, substance use, feeling down, difficulty concentrating and/or lack of motivation. These mental health concerns or stressful events may diminish your academic performance and/or reduce your ability to participate in daily activities. CMU services are available, and treatment does work. You can learn more about confidential mental health services available on campus at: <http://www.cmu.edu/counseling/>. Support is always available (24/7) from Counseling and Psychological Services: 412-268-2922. Make sure to move regularly, eat well, and reach out to your support system or me if you need to. We can call benefit from support in times of stress, and this is semester is no exception. Additionally, if you are worried about affording food or feeling insecure about food, there are resources on campus who can help. Contact the CMU Food Pantry Coordinator to schedule an appointment: [cmu-pantry@andrew.cmu.edu](mailto:cmu-pantry@andrew.cmu.edu) or 412-268-8704 (SLICE office).
- ⌚ **Statement on respect for diversity:** It is my intent that students from all diverse backgrounds and perspectives be well served by this course, that students' learning needs be addressed both in and out of class, and that the diversity that students bring to this class be viewed as a resource, strength and benefit. It is my intent to present materials and activities that are respectful of diversity: gender, sexuality, disability, age, socioeconomic status, ethnicity, race, and culture. Your suggestions are encouraged and appreciated. Please let me know ways to improve the effectiveness of the course for you personally or for other students or student groups. In addition, if any of our class meetings conflict with your religious events, please let me know so that we can make arrangements for you.
- ⌚ **CMU's Student Academic Success Center (SASC):** The SASC has a number of resources available to provide you with support that you may need to achieve your highest level of performance at Carnegie Mellon, including Communication Support as well as Language and Cross-Cultural Support programs. Learn more at <https://www.cmu.edu/student-success/index.html>.

### **Transferring to Fully Remote During the Term**

If the class needs to go fully remote, you will receive an email from me and an announcement will be published on our course website on Canvas.

## Detailed Class Schedule

Class Session	Class Date	Topic Area(s)	Pre-Class Readings		Pre-Class Video Lectures <i>Recommended</i>	In Class Exercise(s) [page references are to Supplemental Textbook]	Homework [please see Canvas for additional details]
			<i>From Essentials of Negotiation (Main Textbook)</i>  <i>Required</i>	<i>From the Supplemental Textbook</i>  <i>Recommended</i>			
1	17-May	The Nature of Negotiation  Distributive Negotiation	Chapters 1 & 2	Cases 1 - 4 (pg. 3 - 49)	0, 1, 2	Case 45: Pasta Wars (pg. 427)	Complete Case 56: Subjective Value Inventory (pg. 457) for Pasta Wars; read your role for Case 46 (Knight Engines)
2	19-May	Integrative Bargaining  Planning and Strategy	Chapters 3 & 4	Cases 5 - 10 (pg. 50 - 122)	3, 4	Case 46: Knight Engines (pg. 429)	Complete Case 56: Subjective Value Inventory (pg. 457) for Knight Engines; prepare a reflective paper on either of the first two negotiations; read your role for Case 47: Employee Exit Interview
3	24-May	Ethics in Negotiation	Chapter 5	Cases 11 - 13 (pg. 123 - 142)	5	Case 47: Employee Exit Interview (pg. 431)	Complete Case 57: SINS II Scale (pg. 460); read your role for Case 48: Dogs in the Park
4	26-May	Cognition and Emotion	Chapter 6	Cases 14 - 18 (pg. 143 - 182)	6	DEBRIEF SINS II Scale (Case 57; pg. 460); Case 48: Dogs in the Park (pg. 433)	Complete Case 59: PMD Scale (pg. 463) - this will be discussed and debriefed online; read your role for Case 49: Negotiating Giant Pandas (pg. 436) - hold a brief strategy session with members of your team for this negotiation
5	31-May	Communication, Power, Influence	Chapters 7 & 8	Cases 19 - 25 (pg. 184 - 249)	7, 8	Case 49: Negotiating Giant Pandas (pg. 436) [Note: we will also introduce Case 55 - Live8 (pg. 454) which will be conducted online over the next week]	Begin your negotiation for Case 55: Live8; pg. 454; read background information for Case 50: The City of Tamarack (pg. 437)

6	2-Jun	Constituencies and Audiences	Chapter 9	Cases 26 - 29 (pg. 251 - 278)	9	Case 50: City of Tamarack (pg. 437)	Read your role for Case 52: Eurotechnologies, Inc. (pg. 443) and meet with your negotiating partners outside of class; negotiations must be concluded by June 8.  Read your role for Case 51: Bakery-Florist-Grocery (pg. 441)
7	7-Jun	Multiparty Negotiation & Intraorganization Negotiation	Chapter 10	Case 30 (pg. 280 - 283) and Case 32 (pg. 289 - 291)	10	Case 51: Bakery-Florist-Grocery (pg. 441)	Finalize negotiations on Case 52.
8	9-Jun	Multiparty Negotiation & Intraorganization Negotiation	-	Case 31 (pg. 284 - 288)	-	DEBRIEF Case 55: Live8 (pg. 454) and Case 52: Eurotechnologies, Inc. (pg. 443)	Review your role for Case 53: 500 English Sentences (pg. 451)
9	14-Jun	Individual Differences & Negotiation and Culture	Chapter 11	Case 33 - 35 (pg. 293 - 331)	11	Case 53: 500 English Sentences (pg. 451)	Read your role for Case 54: Bacchus Winery (pg. 452)
10	16-Jun	Individual Differences & Negotiation and Culture	-	Cases 36 - 38 (pg. 333 - 351)	-	Case 54: Bacchus Winery (pg. 452)	Read your role for DRCC Case: Housemates and COVID Conversations; complete Case 58 (pg. 562): The Cultural Intelligence Scale (this will be discussed and debriefed online)
11	21-Jun	Difficult Negotiations	-	Cases 39 - 44 (pg. 353 - 424)	-	DRCC Case: Housemates and COVID Conversations	Read your role for DRCC Case: Deep Space
12	23-Jun	Best Practices	Chapter 12	-	12	DRCC Case: Deep Space	Final Reflection Paper (Due on June 26, 11:59 pm)