

# **Project Management Negotiating Principles and Techniques**



## **Course Syllabus**

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## **COURSE DESCRIPTION**

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This course is designed to benefit individuals involved in everyday negotiating and acquiring project support from other companies. Participants will be taken through each stage of negotiating, from the initial planning to the final "handshake" and the memorandum of agreement. Ten negotiation principles are presented including how to use the three basic forces in every business negotiation--power, information, and timing. Participants will also be shown how to understand and use the Negotiation Mode Matrix technique as a means for moving people from ineffective negotiating strategies and tactics to more cooperative and mutually beneficial approaches. Case studies and role playing will help students translate new knowledge in to job-related skills.

### **COURSE OBJECTIVE**

The objective of this course is to equip students with the ability to negotiate successful agreements within the project environment, including informal peer agreements, and more formal business negotiating with other companies.

### **LEARNING OBJECTIVES**

- What it takes to be a good negotiator
- How to prepare for a negotiation
- How to develop fair alternatives
- How to effectively use power, information and timing
- How to use the best negotiation style
- Last minute things to do before negotiating
- How to get the negotiation successfully started
- Dealing with negotiation strategies and tactics
- How to reach acceptable agreements
- How to successfully complete a negotiation

### **SKILLS TO BE DEVELOPED**

- The ability to recognize when something can be negotiated.
  - The ability to create effective alternatives for reaching a successful agreement.
  - The ability to recognize and counter hard line tactics and strategies.
  - The ability to skillfully use power, information, and timing in a negotiation.
  - The ability to develop an effective negotiation plan.
  - The ability to overcome typical negotiating barriers.
  - The ability to understand the human side of negotiating.
  - The ability to bring a negotiation to a successful close.
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## RECOMMENDED TEXTS

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The following books are recommended as supplements to the instructor's course materials. Since they are recommended texts, students will not be tested on them.

- *Getting to Yes: Negotiating Without Giving In*, by Roger Fisher and William Ury. (New York, NY: Penguin Books).
- *Getting Ready to Negotiate: The Getting to Yes Workbook*, by Roger Fisher and Danny Ertel. (New York, NY: Penguin Books).

## GRADING

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- A = 90 - 100 points
- B = 80 - 89 points
- C = 70 - 79 points
- D = 60 - 69 points
- Failing = 59 points or below

## SCORING

- Class Participation.....40 points
- Final Exam.....60 points

## GRADING POLICY

Incomplete grade - given to those students who are passing the course but are unable to attend more than 80% of the classes or take the final exam. In order to apply courses toward the certificate program an average of "B" or better is required.

## INSTRUCTOR'S BACKGROUND

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MICHAEL D. TAYLOR, M.S., MPM, FAAPM, is a master project manager and has over 30 years of project management and engineering experience. During this time, he managed projects ranging in value from \$2 million to \$20 million by successfully directing multifunctional, multicultural project teams. Mr. Taylor managed outsourced projects with other major companies including:



- Honeywell Satellite Systems, Phoenix, Arizona
- Harris Corporation, Melbourne, Florida
- Scientific Atlanta, Atlanta, Georgia
- LNR Incorporated, Long Island, New York
- AEC-Able Engineering, Santa Barbara, California
- LTV Incorporated, Dallas, Texas
- RACAL Communications Corporation, Baltimore, Maryland
- Electrospace Systems Incorporated, Garland, Texas

Mr. Taylor is principal of Systems Management Services, a management training and consulting company specializing in project and program management. In addition to conducting project management courses, he is also the UCSC Extension Business

and Management Coordinator for the Project and Program Management (PPM) Certificate Program and the Advanced Project and Program Management (APPM) Certificate Program. He has conducted project management training at companies such as GTE, Siemens, TRW, Sun Microsystems, Loral, Minolta, Santa Clara Valley Water District, and Inprise (Borland). He has conducted classes in the UCSC Extension Leadership & Management Program (LAMP) and was a guest speaker at the Santa Cruz Technology Symposium.

In addition to teaching project management courses at UCSC Extension in Silicon Valley, Mr. Taylor regularly contributes relevant articles to the International Community for Project Managers (ICPM), and the Project Manager's HUT, considered to be the largest database of categorized Project Management articles.

#### **MAJOR AWARDS**

- Space Station Freedom Superior Performance Award
- Lockheed Project P285 Subcontracts Management Award
- Lockheed President's Award (Dr. F. Oder)
- Lockheed Project P377 Proposal Team Award

#### **UCSC EXTENSION INVOLVEMENT**

Mr. Taylor has been teaching in the UCSC Extension Business and Management Department's "Project and Program Management Certificate" program since 1995 and is also the Project and Program Management Certificate Coordinator.

#### **CONTACTING THE INSTRUCTOR**

Contact information may be found at [www.projectmgt.com](http://www.projectmgt.com).