

Negotiation and Dispute Resolution – Fall 2005
WHARTON SCHOOL
Professor Stuart Diamond

Syllabus may change without notice

Sept 8/9

Trust

- A. CASE: The Ratings War
 - Baseline exercise to evaluate one's own negotiation skills.
- B. Course Content
 - Purposes/goals of course. Scheduling. Requirements.
 - Goals of students/skills desired.
 - Some results of questionnaires.

Outside of Class

Basic Tools

- A. CASE: Round Robin
 - Negotiate and analyze using course tools.
 - Who's zoomin' who?
 - How are these cases different from one another?
 - Preparation for Class- Cases and Readings 1, 2, 3, 6, 33

Sept 15/16

Interest Based Negotiation

How can we do better?

- A. CASE: The Diva
 - This is a complex case. Be creative! Also, agency issues?
- B. Perception
 - An exercise in perceptual differences.
 - Comments on dealing with perceptions problems.
 - Role of communication in effective negotiation.
- C. Interests
- D. Preparation for Class- Case and Readings 5, 10, 32

Sept 22/23

Hard Bargainers

How do you know when it's collaborative or not? Can it be both?
How to deal with hard bargainers, ethical issues, etc.

- A. CASE: Pheasant Egg
 - Analyze. What was effective and not? What will you do differently next time?
 - What specific negotiation principles will you internalize?
- B. Standards

- C. Discussion: Hard Bargainers
- D. Preparation for Class- Case and Readings 7, 11, 12

Outside of Class The Warranty

CLASS WILL NOT MEET ON SEPTEMBER 29th OR 30th

Oct 6/7

Problem Solving

The best negotiators are problem-solvers – creative problem solvers. We will devote the session to using the 4-quadrant problem-solving model as it applies to real student problems.

- A. CASE: Prepare, Negotiate, Discuss the Problem
- B. Preparation for Class- Reading 9

Oct 13/14

Coalition Building

Most of the time you need others to succeed- even opponents. Process to gain- or lose- through building a power base.

- A. CASE: Sell Phones
- B. Organizational Behavior and Power
- C. Discussion: Multi-Party Negotiations
- D. Preparation for Class- Case and Reading 19

Oct 20/21

Politics and Style

Building on the tools from previous classes, how do you maximize your gains in a situation where style and political skills are as important as substance? Are all perceived differences real?

- A. CASE: Breath and Taxes
- B. Discussion: Style questionnaire results
- C. Preparation for Class- Case and Readings 22, 23

**Week of
Oct 27/28**

Negotiation Style: Looking in the Mirror

Classes will NOT meet formally this week. You will be expected to conduct an outside group negotiation with members of all other sections of this course. You will be assigned to a team prior to this class, and will be required to videotape a negotiation at a location TBA. A separate memo will be distributed prior to this week.

This exercise will give you insight on how you look and how persuasive you are through your negotiating style. The case will involve an international trading company.

A. CASE: Steel Deal

- Prepare individually, then with teammates at before taping.
- Review Readings 13, 20

B. Videotaping (Refer to memo)

- Videotape the entire negotiation.
- Talk among yourselves afterwards. What worked? What didn't? How important were style and emotion issues? What learning for future negotiations? What agency issues presented themselves?
- View the videotape and talk some more.

C. Excerpt Selection

- Pick 60 seconds that exhibited significant emotion or interpersonal problems. Criteria include: screaming, finger pointing, hostile tone, interrupting, throwing chairs, storming out, other aggressive behavior, ignoring other side, extreme offers, insults, crying, etc.

D. Turning in Videotape

- Videotape is to be placed in the box outside of Professor Diamond's Wharton Office (Jon Huntsman Hall 666)
- Put all team member names and TEAM NUMBER on the spine of the cassette.
- No class credit will be given for any team member unless the videotape is submitted!

Nov 3/4

Fixing the Problems of Others

In your families and companies, you will also often better meet your goals by helping others solve problems that affect you. Disputes cost money and can wreck deals and even your business. The energy spent in litigation is often debilitating. And internal disputes among those in your firm hurt productivity and profit. The extent to which you can fix these problems cheaply and quickly will gain you more power and more business success.

A. CASE: Mediation

- A round robin. Pay attention to the process!
- Preparation for case- Case and Readings 28, 29, 30

Nov 10/11

Jaguar Case

The case is an inside-the-company case called Jaguar. It is a complex six party case with representatives of six departments,

each with its own priorities. The representatives comprise a task force for the CEO on next year's budget and production.

Nov 17

Group Processes

This is a combined law school/business school class—all sections of this course. This will be the only class this week, and will be held on Nov 17 from 7:00- 10:00 PM, location TBA. A memo with more details will be distributed prior to this class.

This class will address multi-party, multi-issue negotiations. Dealing effectively in such situations is an essential negotiation skill.

- A. CASE: El Camino Real
- B. Group conflict and style
- C. Agenda setting
- D. Preparation for Class- Case and Readings 17, 18

Nov 24/25

THANKSGIVING BREAK

Dec 1/2

Real World M&A

In this class you will negotiate a case drawn closely from real life and which required use of a significant portion of the learning from this semester. If you have paid careful attention to the tools all semester and practiced with them, this short but complex case will be a breeze – fun, elucidating and motivating.

- A. CASE: Family Business
 - 90% of all businesses globally, and 1/3 of Fortune 500 firms, are owners of big families
 - Dealing effectively with such issues is key for business people and attorneys.
 - Preparation for Class- Case and Reading 31

Dec 8/9

Cross Cultural Issues and The Negotiation Springboard - Course Wrap Up

Cross-cultural negotiation is accelerating in importance, as cultures, countries, races and other distinct groups are being thrown together in an increasingly international economy. Most world problems exemplify our individual and collective failure to negotiate successfully with those who are different. This session is

a transition to the complex topic of dealing with diversity. We will develop some approaches for near-term solutions and further self-learning. Dealing with differences is a critical topic in the world today and is the capstone of the course.

A. CASE: Alpha Beta

- Comments on Cross Cultural problems
- Preparation for Class- Case and Readings 24, 25, 26

Course Wrap Up

We will continue our march toward more complex situations and tools, adding people and issues and the need for negotiation process planning.

A. Emotion and style.

- Style questionnaire review.

B. Student problems.

- Discussion of student problems submitted during the semester.

C. Activity.

- Ones requested by students. Questions, role play with professor, more sophisticated problems, etc.

D. Negotiation profits.

- Review of benefits of course, tangible and intangible, and how much money saved/earned.

E. Review of books (if time)

- We will discuss Bargaining for Advantage and Influence: The Psychology of Persuasion.

F. Some film clips on negotiations

G. Wrap-up

- What have we learned? What are we going to do with it? When? How?
- Goals met, new goals found.
- How to self-teach and self-learn.
- A checklist for the future.

Final Exam - TBA