

University of Pennsylvania  
The Wharton School  
Legal Studies 806-406; MGMT 691-406; OPIM 691-406  
*Negotiation and Dispute Resolution*  
Spring 2006 Syllabus  
Dr. Andy Zelleke

Classroom: Huntsman Hall 340  
Class times: Monday 3-6 p.m.  
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Office Hours: Tuesday 1-2:30 p.m., or email to make appointment  
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**COURSE OBJECTIVE AND FORMAT:** This course is designed to help you become a better negotiator, as well as an expert negotiation analyst and strategist. Its premise is that you will learn best by *negotiating*—and by *reflecting on your negotiations upon their completion*. The course will revolve around a series of negotiations you conduct with your classmates, with each of you playing assigned negotiating roles. These negotiations will generally take place during class hours; however, several will require that you prepare for your role, meet with teammates, or conduct a portion of the negotiation prior to class. In addition to conducting the negotiations, class time will be allocated to negotiation debriefs, lectures and discussions on the assigned readings, and occasional analysis of negotiations in the news.

**ATTENDANCE POLICY:** Given this course's emphasis on learning by negotiating, absences would seriously disrupt the learning of one's classmates, and not simply one's own. **Accordingly, attending every class is mandatory. Moreover, it is essential that you arrive at class on time. Each class missed** (except for verified illness, religious holiday, death in the family, or other serious situations that you have, wherever possible, cleared with me in advance) **will significantly reduce the class participation component of your course grade. Note, in particular, that missing class because of a job interview, or because you are leaving town early for/returning late from a break, or because of extracurricular activities, will not excuse you from this course grade reduction.**

**CONFIDENTIALITY:** You will be asked to sign a non-disclosure agreement that will bind you not to discuss the negotiations, or share any information or materials relating to them, with others (including, without limitation, other Wharton students who are concurrently taking, have taken in the past, or may take in the future, another section of LGST 806).

## PRELIMINARY DRAFT/SUBJECT TO CHANGE

**BOOKS/READINGS TO PURCHASE:** You are strongly advised to purchase three paperback books: G. Richard Shell, *Bargaining for Advantage: Negotiation Strategies for Reasonable People* (Penguin 1999); Roger Fisher, William Ury & Bruce Patton, *Getting to Yes* (Penguin 1991); and Max Bazerman & Margaret Neale, *Negotiating Rationally* (Free Press 1994). Additional readings will also be distributed in class or via Wharton Reprographics from time to time, for which an aggregate fee will be assessed at the end of the semester.

## COURSE REQUIREMENTS/GRADING

**1. Class Participation (35% of the course grade).** Contributing to the collective learning enterprise is a central course requirement. This portion of the grade will be based on your preparedness and the quality of your contributions to class discussions, as well as your attendance and punctuality. It will also take into account your classmates' assessments of (i) the quality of your class participation and (ii) both your effectiveness/level of preparedness and your ethical standards as a negotiator. It will further take into account the thoughtfulness as well as the timeliness of your Journal submissions (described below and in a separate handout). Note that I will "cold-call" in the course of class discussions.

**2. Graded Negotiations (20% of the course grade).** Four of your negotiations will be graded (each counting for 5% of the final course grade). You will be graded based on your outcomes as compared with others negotiating in the same role as you.

**3. Short Paper (15% of the course grade).** You will write a short paper on an assigned topic. The paper will be limited to 1250 words (about 5 pages, double-spaced).

**4. Final Analytical Paper (30% of the course grade).** Your final paper will be in lieu of a final exam. The paper may not exceed 2500 words in length (about 10 pages, double-spaced). Your final paper topic—which you must clear with me—will be due via email by 10:00 a.m. on Monday, April 3<sup>rd</sup>. **The paper itself will be due on Monday, April 17<sup>th</sup>.** You have three options for the paper: 1) an analytical paper on a current or past complex negotiation in the news (e.g., a labor strike, failed merger, hostage situation, or war/peace negotiation) using course models, additional readings, and original thought; 2) a research paper investigating a thematic topic (such as the role of gender or culture in negotiation); or 3) an interview-based report focusing on negotiation practice in a particular context (e.g. M&A investment banking, law enforcement/hostage situations, a particular professional sport). A paper in the third category may be submitted in teams of up to three students (in which case a longer paper will be expected). Note that you may *not* use the paper to write about a personal negotiation you face or have faced in the past.

**5. Journal Entries** (ungraded, but mandatory!). You are required to submit a one-page Journal entry (ungraded) after each of your negotiations. A handout with suggested Journal format will be distributed at the first class meeting on January 9<sup>th</sup>.

## PRELIMINARY DRAFT/SUBJECT TO CHANGE

**NOTE ON QCs:** If anyone's cumulative performance on the grading metrics noted above is distinctly at the bottom 10% of the class, he or she will receive no better than a "QC" grade for the course. If these criteria do not yield 10%, the tiebreaker (from among those who would otherwise have received a "P" grade) will be number of classes (or parts of classes) missed.

**GUEST SPEAKERS:** There will be two or three guest speakers on negotiation this semester. (Speakers and locations TBA.) These talks will be discussed in class; attending the talks—or viewing them on the web shortly afterwards, if you have a conflict—is mandatory.

### CLASS TOPICS AND ASSIGNMENTS

**Class 1, January 9<sup>th</sup>.** Introduction to negotiation; organizational matters

Class Negotiation: "Cessna"

**January 16<sup>th</sup>.** No class meeting; Martin Luther King, Jr. Day

**Class 2, January 23<sup>rd</sup>.** Foundations #1 (Bargaining Styles) and #2 (Goals & Expectations);  
Distributive Bargaining: the "Zone of Possible Agreement"; elements of fraud

Readings: Bargaining for Advantage ("BforA") Introduction, Chs. 1-2, and Ch. 11 (pp. 201-214 only); "How to Negotiate Practically Anything"; "Let's Make a Deal"; and "Anchoring and First Offers in Negotiation". Also, fill out Thomas-Kilmann Conflict Mode Instrument before class, and **hand in** a copy (keeping the original for yourself) of p. 4—with your name on it—**at the beginning of class**.

Class Negotiations: "Appleton"; begin "House Sale"

**Class 3, January 30<sup>th</sup>.** Foundation #3 (Standards), and the Role of Agents

Readings: BforA, Chs. 3 & 9; additional readings TBA

Class Negotiation: complete "House Sale"

**Class 4, February 6<sup>th</sup>.** Foundations #4 (Relationships) and #5 (Other Party's Interests)

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Readings: BforA, Chs. 4 & 5; Getting to Yes, pp. 3-94; additional readings TBA

Class Negotiation: “Opera Problem”

**Class 5, February 13<sup>th</sup>**. Foundation #6 (Leverage)

Readings: BforA, Ch. 6; Getting to Yes, pp. 95-187; additional readings TBA

Class Negotiation: “Pheasant Egg”

**Short graded paper topic assigned**

**Class 6, February 20<sup>th</sup>**. Negotiation Analysis and Preparation

Readings: BforA, Chs. 7, 8, 10 & 12; additional readings TBA

Class Negotiation: “Fee Dispute”

**Class 7, February 27<sup>th</sup>**. Trust and Commitment; Bargaining Ethics

Readings: BforA, Ch. 11; additional readings TBA

Class Negotiation: TBA [**graded**]

**Short graded paper due**

**Class 8, March 13<sup>th</sup>**. Multi-Party Negotiations

Readings: TBA

Class Negotiation: “Social Services”

**PRELIMINARY DRAFT/SUBJECT TO CHANGE**

**Class 9, March 20<sup>th</sup>. Multi-Issue Negotiations**

Readings: TBA

Class Negotiation: begin “Icarus Airlines” [**graded**]

**Class 10, March 27<sup>th</sup>. Multi-Issue Negotiations**

Readings: TBA

Class Negotiation: complete “Icarus Airlines”

**Class 11, April 3<sup>rd</sup>. Bargaining Teams**

Readings: TBA

Class Negotiation: Moms.com [**graded**]

**Final paper topic due**

**Class 12, April 10<sup>th</sup>. Multi-Party Negotiations**

Readings: TBA

Class Negotiation: Harborco [**graded**]

**Class 13, April 17<sup>th</sup>. Conclusion**

Class Negotiation: TBA

**Final paper due**