

**UNIVERSITY OF PENNSYLVANIA  
THE WHARTON SCHOOL  
DEPARTMENT OF LEGAL STUDIES**

**LEGAL STUDIES 206-407 Syllabus  
Spring 2006  
PROFESSOR G. RICHARD SHELL  
NEGOTIATION**

Classroom: 38F Huntsman Hall  
Office: 643 Huntsman Hall  
Class times: Tuesdays 3-6 PM  
Office Hours: 3 – 4:30 PM Thursdays or call/email me!  
Office Phone: 215-898-9525; e-mail: shellric@Wharton.upenn.edu

This course will help you become a better negotiator as well as a more intelligent negotiation analyst and strategist. **Much of our time in class will be spent doing actual negotiations (14 of them), so attending every class is mandatory. If you cannot make this commitment, please do not take the class.** Because the roles in the cases are carefully assigned, missing a class hurts everyone's learning, not just yours. Each class missed (except for verified illness, religious holiday, death in the family, or other serious situations approved, if possible, in advance) will result in a course grade reduction of one level (i.e., from B to B-). Missing two unexcused classes will result in a failing grade. Recruiting and other job-related reasons for not attending class do not count as valid excuses. In other words, for this class to work, you must make it one of your top priorities this semester in terms of class attendance. Please take this into account in making a final decision to take the course.

**Readings:** G. Richard Shell, Bargaining for Advantage: Negotiation Strategies for Reasonable People (Penguin 1999); Roger Fisher, William Ury & Bruce Patton, Getting to Yes (Penguin 1991); Bulk Pack.

**GRADING:**

1. **In-class Quizzes** (40% of the grade). There will be two in-class quizzes given in Classes 7 and 14. The quizzes will be short-answer tests based on readings, lectures, class discussions, and outside speakers. We will not have time to discuss all the readings in class, but you will be expected to do them and answer detailed questions on the quizzes. In addition, this conceptual knowledge will contribute significantly to your success as a negotiator and strategist.

2. **Graded Negotiations** (20%): Five of the negotiations we will do in class are graded based on the results you achieve compared with others playing the same roles as you. Five points will be awarded to people in the top 1/3 of the class; 3 points to the middle 1/3; and 1 point to the bottom 1/3. I will drop your worst performance. Thus, each of these negotiations contributes 5% toward your final grade. The graded negotiations are noted in the syllabus. **If you miss a graded negotiation, you will receive a "0" for that exercise as well as lose a grade level for the course for missing that class. Thus, it is always better to participate in a graded negotiation and do the worst in class than to miss the negotiation. In addition, if you violate the constraints of a graded negotiation (i.e. buy something for more than your bottom line), you will receive a "-3" for that case. I will keep that "-3" in your final total for the semester, dropping your next worse performance. Thus, double-check all your pre-closing calculations!**

3. **Written Assignments** (10% of your grade). There are four of these due during the semester. All should be single spaced, 12-point type. Please reference all relevant course readings for each paper (i.e., Shell, p.10-11).

1. 1-page write-up of the “**Opera Problem**” case. (4%)
2. 1-page write-up of an **actual negotiation** you will do outside of class (2%)
3. 1-page essay on your personal approach to **bargaining ethics** (2%)
4. 1-page **analysis of your person negotiation styles** (2%)

4. **Final Paper** Due in Class 12. (20% of your grade: -- maximum of 8 pages -- not including reference pages or charts -- double-spaced, 12-pt type). Instead of a final exam, you will write a final paper. You must clear the topic with me. The paper should be well-written and informative and must cite at least 3 scholarly sources (books or articles) not included as required reading for the course. The topic is of your own choice and may include the in-depth analysis of a real negotiation (the AOL-Time Warner merger, some aspect of the Middle East situation, the Louisiana Purchase, etc.), a profile of a negotiation or negotiator in fiction or drama (Shakespeare’s Henry IV), a profile of a real negotiator (Donald Trump, Colin Powell), a topic related to bargaining styles (culture, gender, personality), communication (lying, the use of questions, listening, non-verbal communication) or anything else that you find interesting about negotiation.

5. **Peer Feedback.** (10%) You will rate your classmates (not yourself!) using a 1-10 scale at the end of the course to measure their overall contributions to the class and your learning in terms of creating value in class discussions and activities. These ratings will be used to assign the final 10% of the grade. In addition, for your information and feedback – but *not* for your grade -- , you will also rate your classmates regarding their 1) skill in one-time negotiations where the future relationship does not matter much, and 2) skill in negotiations where the future relationship matters significantly. Each student will receive this feedback in summary form at the end of the course.

**GUEST SPEAKERS:** *There will be two outside guest speakers this semester.* Attendance at these events is required as part of the course and the contents of the talks are part of the materials on which you will be quizzed. If you have a conflict, the lectures will be taped and can be viewed on the Wharton Video Network within a few days of the talk.

## CLASS TOPICS AND ASSIGNMENTS

### **Class 1 January 10**

Prepare: Bulk Pack #1, 2;

In class: Lecture on overview of course, Nondisclosure Forms; negotiate and discuss Cessna and SUV cases; hand out: syllabus

### **Class 2 January 17**

Prepare: Bulk Pack #3,4,5; Shell, Intro, Chapters 1-2, and Chapter 11, pp. 201-214;

**KEY!!! BRING COMPLETED BP #4 TO CLASS.**

In class: "Appleton" case; lecture on fraud; bargaining styles, anchor effects, and information effects. Form Support Teams

Hand out: "House Sale" case (graded).

**Class 3 January 24** (Class will start at 4 PM to allow for time to conclude House Sale – results due at or before 4 PM).

Prepare: Complete House Sale case (graded); BP #6, 7, 8, 9; Shell, Chapter 3.

***Hand in:*** Signed deals for House Sale (graded).

In class: Lecture on agents; deadlines; electronic bargaining; standards. Discuss House Sale results.

**Class 4 January 31**

Prepare: BP #10; Shell, Chapter 4, 5, 6;

In class: Negotiate Pheasant Egg case (graded negotiation); discuss non-verbal behavior, relationships, interests and leverage as negotiation variables; introduce Preparation Worksheet; Support Teams meet.

Hand out: Opera Problem roles and Bargaining for Advantage Preparation Worksheet

**Class 5 February 7**

Prepare: Bulk Pack 11, 12, 13, 14; Getting to Yes, pp. 3-94;.

***Hand in:*** Preparation Worksheet for the Opera Problem.

In class: Negotiate Opera Problem; discuss culture, gender, and Getting to Yes

**Class 6 February 14** Opera Problem Paper Due Today

Prepare: BP #15

***Hand in:*** 1-page (single-spaced) paper on Opera Problem negotiating lessons

In class: Negotiate Ratings War case (graded); lecture on trust and commitment as negotiation variables

**Class 7 February 21 QUIZ #1 Today**

Prepare: Everything from Class 1-6! Quiz. Also: read Shell, Chapter 11, pp. 214-222 & p. 229.

In class: Take quiz; negotiate Roofing Case; discuss ethical schools.

**Class 8 February 28** Ethics Paper Due Today

Prepare: For ethics paper, read BP # 16 and #17 and review Shell, Chapter 11.

For today's class, read Shell, Chapter 7 and Appendix B.

***Hand in:*** 1-page (single spaced) personal bargaining ethics paper.

In class: Use preparation sheets to prepare and negotiate Inter-Fraternity Council; discuss.

**Assignment over Spring Break:** Negotiate something and write it up in 1-page paper; read **Icarus**

SPRING BREAK: March 5-12, 2006

***MARCH 13 – FIRST GUEST SPEAKER (Entrepreneur Eric Hartz), 4:30 – 6 PM***

**Class 9 March 14** Personal Negotiation Adventure Story Paper Due Today

***Hand in:*** Personal Negotiation Adventure Story Paper

Prepare: BP #18, 19; 20; Shell, Chapters 8-10;

In Class: Support Teams discuss real negotiation problems;

begin Icarus Airlines -- teams meet to prepare and conduct opening negotiating session (graded).

***MARCH 20 – SECOND GUEST SPEAKER (Miami PD hostage negotiator), 4:30 – 6 PM***

**Class 10 March 21** (Class will start at 4:30 PM to allow time to complete ICARUS)

***Hand in:*** Icarus deals.

In Class: discuss Icarus Airlines; Hand out: Roles for Harborco (graded)

**Class 11 March 28**

Prepare: BP # 21

In class: In class: Harborco (6-party case, graded)

**Class 12: April 4** (Submit short paragraph with final paper topic for approval)

Prepare: Bulk Pack #22

In Class: Lecture and films on negotiating, mediating, and arbitrating conflicts

**Class 13 April 11** Bargaining Styles Paper Due Today

Prepare: Bulk Pack #23 and 24.

In class: Negotiate and discuss “Mediation Exercises”

**Class 14 April 18 QUIZ #2 Today Final Papers and Online Peer Ratings Due**

Prepare: **Everything from Class 7-14! -- QUIZ**

**Hand in:** Final Paper, Complete Online Peer Reviews

In class: Quiz; movies and class discussion on take-aways for the course.