

DECEMBER 2006 DRAFT—SUBJECT TO REVISION

University of Pennsylvania  
The Wharton School  
Legal Studies 206-408; MGMT 291-408; OPIM 291-408  
*Negotiation and Dispute Resolution*  
Spring 2007 Syllabus  
Dr. Andy Zelleke

Classroom: JMHH F38  
Class times: Wednesday 3-6 p.m.  
Office: Huntsman Hall 618  
Office Hours: Wednesday 12:30-2:30 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 trip, 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 students who are concurrently taking, have taken in the past, or may take in the future, another section of LGST 206).

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**BOOKS/READINGS TO PURCHASE:** You are strongly advised to purchase three paperback books: G. Richard Shell, *Bargaining for Advantage: Negotiation Strategies for Reasonable People* (2<sup>nd</sup> edition, Penguin 2006); Roger Fisher, William Ury & Bruce Patton, *Getting to Yes* (Penguin 1991); and Max Bazerman & Margaret Neale, *Negotiating Rationally* (Free Press 1994). You should also purchase a Coursepack available from Wharton Reprographics. Additional readings will also be distributed in class from time to time, for which an aggregate fee will be assessed at the end of the semester.

## COURSE REQUIREMENTS/GRADING

- 1. Class Participation (30% 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 may "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. **Note that, while you will have advance notice of the scheduling of a graded negotiation, their dates may prove to be different from the dates preliminarily indicated on this syllabus. This is a further reason you need to be committed to attending every class meeting. Missing a class in which there is a graded negotiation will result in a grade of "0 (zero)" for that particular negotiation.**
- 3. Quiz (10% of the course grade).** There will be an in-class quiz that will test your familiarity with the assigned readings. The quiz is preliminarily scheduled for Wednesday, February 28<sup>th</sup>, 2007.
- 4. Final Paper (40% of the course grade).** In lieu of a final exam, you will be asked to write a paper **on an assigned topic**. The paper may not exceed 2500 words in length (about 10 pages, double-spaced). The paper topic will be assigned in class on Wednesday, April 4<sup>th</sup>. **The paper itself will be due via email by 10:00 a.m. on Wednesday, April 18<sup>th</sup>.** The final paper will be an individual assignment, on which no collaboration will be permitted.
- 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 10<sup>th</sup>.

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**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. One class session (the one that would otherwise have been held on Wednesday, March 14<sup>th</sup>) has been canceled as an offset for your mandatory attendance at/viewing of these speaker sessions.

**CLASS TOPICS AND ASSIGNMENTS**

**Class 1, January 10<sup>th</sup>.** Introduction to negotiation; organizational matters

Class Negotiation: Cessna

**Class 2, January 17<sup>th</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. 196-209 only). Also, from the Coursepack, read “How to Negotiate Practically Anything”, “Let’s Make a Deal”, and “Anchoring and First Offers in Negotiation”; and fill out Thomas-Kilmann Conflict Mode Instrument before class, and **hand in** a copy (keeping original for yourself) of p. 4—with your name on it—**at the beginning of class.**

Class Negotiation: SUV; *Appleton v. Baker*

**Class 3, January 24<sup>th</sup>.** Foundation #3 (Standards)

Readings: *BforA*, Ch. 3; *Getting to Yes*, pp. 3-94

Class Negotiation: New Recruit

**Class 4, January 31<sup>st</sup>.** Foundations #4 (Relationships) and #5 (Other Party’s Interests)

Readings: *BforA*, Chs. 4 & 5; *Getting to Yes*, pp. 95-187

Class Negotiation: Opera Problem

**Class 5, February 7<sup>th</sup>.** Negotiating as (or through) an Agent

Readings: *BforA*, Ch. 9; *Negotiating Rationally*, Chs. 1, 4, 5 & 15; and “Bargaining Through, With, and Between Agents” (Coursepack)

Class Negotiation: House Sale

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**Class 6, February 14<sup>th</sup>**. Foundation #6 (Leverage)

Readings: *BforA*, Chs. 6, 7 & 8

Class Negotiation: Pheasant Egg

**Class 7, February 21<sup>st</sup>**. Negotiation Analysis and Preparation

Readings: *BforA*, Chs. 10 & 12; *Negotiating Rationally*, Chs. 6, 7 & 8

Class Negotiation: Social Services **[graded]**

**Class 8, February 28<sup>th</sup>**. Trust and Commitment; Bargaining Ethics

Readings: *BforA*, Ch. 11 (pp. 210-227); *Negotiating Rationally*, Chs. 9, 10, 11 & 13

Class Negotiation: Fee Dispute

**In-class quiz [graded]**

**Wednesday, March 7<sup>th</sup>**: NO CLASS MEETING (Spring Break)

**Wednesday, March 14<sup>th</sup>**: NO CLASS MEETING (offset for two guest speaker sessions)

**Class 9, March 21<sup>st</sup>**. Multi-Issue Negotiations

Class Negotiation: Icarus Airlines (Part I) **[graded]**

Readings: TBA

**Class 10, March 28<sup>th</sup>**. Multi-Issue Negotiations

Class Negotiation: Icarus Airlines (Part II) **[graded]**

Readings: TBA

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**Class 11, April 4<sup>th</sup>. Complex Multi-Party Negotiations**

Class Negotiation: Harborco [**graded**]

Readings: TBA

**Final paper topic assigned**

**Class 12, April 11<sup>th</sup>. Bargaining Teams**

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

Readings: TBA

**Class 13, April 18<sup>th</sup>. Conclusion**

Readings and Class Negotiation: TBA

**Final paper due**