

DECEMBER 2006 DRAFT—SUBJECT TO REVISION

**University of Pennsylvania
The Wharton School
Legal Studies 806-406; MGMT 691-406; OPIM 691-406
Negotiation and Dispute Resolution
Spring 2007 Syllabus
Dr. Andy Zelleke**

Classroom: **TBA**
Class times: Monday 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 Wharton students who are concurrently taking, have taken in the past, or may take in the future, another section of LGST 806).

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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* (2nd 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 Monday, February 26th, 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 Monday, April 2nd. **The paper itself will be due via email by 10:00 a.m. on Monday, April 16th.** 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 8th.

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NOTE ON QCs: If your cumulative performance on the above grading metrics is distinctly at the bottom 10% of the class, you will receive no better than a “QC” grade for the course. If these criteria do not yield 10%, a likely tiebreaker (from among those otherwise at the low end of the “P” range) 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. One class session (the one that would otherwise have been held on Monday, March 12th) has been canceled as an offset for your mandatory attendance at/viewing of these speaker sessions.

CLASS TOPICS AND ASSIGNMENTS

Class 1, January 8th. Introduction to negotiation; organizational matters

Class Negotiation: Cessna

Monday, January 15th: NO CLASS MEETING (Martin Luther King holiday)

Class 2, January 22nd. 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 29th. Foundation #3 (Standards)

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

Class Negotiation: New Recruit

Class 4, February 5th. Foundations #4 (Relationships) and #5 (Other Party’s Interests)

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

Class Negotiation: Opera Problem

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Class 5, February 12th. 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

Class 6, February 19th. Foundation #6 (Leverage)

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

Class Negotiation: Pheasant Egg

Class 7, February 26th. Negotiation Analysis and Preparation; Trust and Commitment; Bargaining Ethics

Readings: *BforA*, Chs. 10 & 12, and Ch. 11 (pp. 210-227); *Negotiating Rationally*, Chs. 9, 10, 11 & 13

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

In-class quiz [graded]

Monday, March 5th: NO CLASS MEETING (Spring Break)

Monday, March 12th: NO CLASS MEETING (offset for two guest speaker sessions)

Class 8, March 19th. Multi-Issue Negotiations

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

Readings: TBA

Class 9, March 26th. Multi-Issue Negotiations

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

Readings: TBA

Class 10, April 2nd. Complex Multi-Party Negotiations

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Class Negotiation: Harborco [**graded**]

Readings: TBA

Final paper topic assigned

Class 11, April 9th. Bargaining Teams

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

Readings: TBA

Class 12, April 16th. Conclusion

Readings and Class Negotiation: TBA

Final paper due