

UNIVERSITY OF PENNSYLVANIA
THE WHARTON SCHOOL
DEPARTMENT OF LEGAL STUDIES & BUSINESS ETHICS

LEGAL STUDIES 806-406 Syllabus
Spring 2008
PROFESSOR G. RICHARD SHELL
NEGOTIATION

Classroom: 38F Huntsman Hall
Office: 643 Huntsman Hall
Class times: Tuesdays 3-6 PM
Office Hours: 3:00-4:30 PM Thursdays or call/email me!
Office Phone: 215-898-9525; e-mail: shellric@Wharton.upenn.edu

The goal of this course is simple: to help you become a better negotiator, negotiation analyst, and negotiation strategist. **Much of our time in class will be spent doing actual negotiations, so attendance in class is vitally important. If you cannot make a commitment to come each week, please consider taking another section.** Because the roles in the cases are carefully assigned, missing a class hurts everyone's learning, not just yours. Please take this into account in making the 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: There are a total of 100 points to achieve in the course. Final grades are determined by the total number of points you obtain compared with the other students in the class.

1. **Class attendance, preparation, and overall contribution** (30 points). Fifteen of the 30 points given for this aspect of the course will be awarded based on peer ratings given at the end of the class. The other 15 points will be awarded by the instructor. Ten points will be deducted from this aspect of your final course score at the end of the term for each class missed without a valid reason. Missing a substantial part of a class will be penalized with a proportional deduction. **Recruiting activities, while recognized as an important part of the MBA experience, are not recognized as excused absences from this class.**

2. **In-class quizzes** (20 points). There will be two in-class, short-answer quizzes given in Classes 7 and 14. The quizzes are based on readings, lectures, class discussions, and outside speakers. We will not have time to go over all the readings in class, but this conceptual knowledge contributes significantly to your success as a negotiator, analyst, and strategist.

2. **Five "personal journal" papers** (25 points). One-page, single-spaced, 12-point type. Please use the papers to further display mastery of the reading and conceptual material. I.e.: "I tried to ask questions to better understand the other party's interests (GtY, p.40-56), but I lacked the leverage to insist on getting answers (BfA, p.89-115)".

1. 1-page write-up of the "Opera Problem" case. (5%)
2. 1-page write-up of the "Icarus Airlines" case (5%)
3. 1-page write-up of an **actual negotiation** you will do outside of class (5%)

4. 1-page essay on your personal approach to **bargaining ethics** (5%)
5. 1-page **analysis of your personal negotiation styles** (4%)

4. **Research Paper** (25 points). Due in the last class, the paper should be a maximum of 10 pages, not including reference pages or charts, and should be double-spaced, 12-pt type. Please select a topic that shows your passion and interest in some aspect of negotiation and explain why you picked your topic. Topics include in-depth analyses of real negotiations (a merger, international crisis, historical event), a profile of a 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 you want to explore about negotiation in more depth. Grading is based on 1) thorough, imaginative, and original research (10 points), 2) originality of topic and explicit connection of your topic to your individual learning agenda (7 points), 3) excellence in writing and proofing (4 points), 4) thoughtful, clear, and helpful organization (4 points). For example, someone interested in diplomatic negotiations will get more points for exploring a little-known but fascinating example of South African diplomacy and for finding a lot of interesting and original sources on this topic than for writing about the Cuban Missile Crisis citing common web sources and a well-known book.

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 tested. 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

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

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 (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; BP #6, 7, 8, 9; Shell, Chapter 3.

Hand in: Signed deals for House Sale.

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

Class 4

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

In class: Negotiate Pheasant Egg case; 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

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 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; lecture on trust and commitment as negotiation variables

Class 7 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 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 the Warranty Problem; discuss.

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

SPRING BREAK

Class 9 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.

Class 10 (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

Class 11 (Icarus paper Due)

Prepare: BP # 21

In class: In class: Harborco (6-party case).

Class 12 (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 Bargaining Styles Paper Due Today

Prepare: Bulk Pack #23 and 24.

In class: Negotiate and discuss "Mediation Exercises"

Class 14 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.