

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

LEGAL STUDIES 206-406 Syllabus
Fall 2008
PROFESSOR G. RICHARD SHELL
NEGOTIATION

Classroom: F38 Huntsman Hall
Office: 643 Huntsman Hall
Class times: Tuesdays 3-6PM
Office Hours: 1:30 -- 3 PM Thursdays or call/email me anytime!
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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 C+). Missing two unexcused classes will result in a *failing* grade. Recruiting, volunteer work, and any other job-related or student-activity-related reasons for not attending class never count as valid excuses, no matter how compelling they may be. 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 enroll in this section of the course.

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

GRADING: There are 100 points to be gained the class. Students with the most number of points, receive the best grades.

1. **Two in-class quizzes** (20 points). There will be two in-class quizzes worth 10 points each given in Classes 6 and 12. The quizzes will be short-answer tests based on readings, lectures, class discussions, and outside speakers and last roughly 20 minutes. 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 points): 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 or

sell for less), 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. **Four one-page papers.** (10 points total). There are four 1-page papers due during the semester. All should be single spaced, 12-point type.

1. Paper on the **“Opera Problem”** (4%)
2. Paper on an **actual negotiation adventure story** about something you do outside of class (2%)
3. Paper on your personal approach to **bargaining ethics** (2%)
4. Paper on **your person negotiation styles** (2%)

4. **Final Paper.** (30 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, as part of the paper, explain why you picked your topic and how it links to your future career or personal interests. Topics include in-depth analyses of real negotiations (mergers, international crises, historical events), industry negotiation practices (best practices in commercial real estate development deals), profiles of negotiators in fiction or drama (Shakespeare’s Henry IV), profiles of real negotiators (Donald Trump, Colin Powell, Benjamin Franklin, Gandhi), topics 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 (@40%), 2) originality of topic and explicit connection of your topic to your individual learning agenda (@40%), 3) excellence in writing and proofing (@10%), 4) thoughtful, clear, and helpful organization (@10%). 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 interesting, original sources on this topic such as personal interviews and primary historical works than he or she will get for writing about the Cuban Missile Crisis citing common web sources and a well-known book on the topic.

5. **Peer Feedback on Overall Contribution and Earned Respect.** (20 points) Twenty points will be awarded based on peer ratings given at the end of the class. Each student will rate each other student on a 1(bottom) -- 10 (top) scale based that peer’s overall, demonstrated contribution to the class’s learning and development. This score encompasses class discussions, small group work, respect achieved as a negotiation partner or teammate, and skill at simultaneously managing both relationships and transactional dynamics. The resulting rankings will then be averaged and the class divided into top-, middle-, and bottom-ranked groups consisting of roughly 10--12 students each. The top group will receive 20 points. The middle group will receive between 10--15 points and the lower group between 1--9 points, based on the instructor’s independent evaluations of student contributions. In addition, for your information and feedback – but **not** for your grade -- , you will also explicitly 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. I will notify the class of the people who achieve the highest peer ratings for these two categories 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.

CLASS TOPICS AND ASSIGNMENTS

Class 1 Sept. 9.

Prepare: Bulk Pack #1, 2; Shell, Chapter 11 (pp. 201-214)

In class: Lecture on overview of course, Nondisclosure Forms; negotiate and discuss Cessna and SUV cases; lecture on fraud and the “zone of agreement.”

Class 2 Sept. 16.

Prepare: Bulk Pack #3, 4, 5; Shell, Intro, Chapters 1-2; **KEY!!! FILL OUT BP #4 BEFORE CLASS.**

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

Hand out: "House Sale" case (graded)

Class 3 Sept. 23.

(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, Chapters 3 and 9.

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

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

Class 4 Sept. 30.

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

In class: Negotiate Pheasant Egg case (graded negotiation); lecture on interests and leverage as negotiation variables; introduce Preparation Worksheet.

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

Class 5 Oct. 7.

Prepare: Bulk Pack 11, 12, 13, 14, 15; Getting to Yes, pp. 3-94;.

In class: Negotiate Opera Problem; discuss Getting to Yes.

Oct. 14th – FALL BREAK -- NEGOTIATE!!

Class 6 Oct. 21

QUIZ #1 Today. Also Opera Case Papers Due

Prepare: Everything from Class 1-5! 20-minute Quiz. For today’s class (post-quiz) read BP #16.

Hand in: Opera Problem paper (attach completed preparation worksheet for case)

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

Class 7 Oct. 28. Real Negotiation Adventure Paper Due Today

Prepare: Read BP #17; Shell, Chapter 11, pp. 214-222 & p. 229.

In class: Negotiate Roofer Case; discuss ethical schools.

Hand in: 1-page (single-spaced) paper on real negotiation outside class

Hand out: roles for Icarus Airlines case (graded).

Class 8 Nov. 4. VOTE!! Ethics Paper Due Today

Prepare: BP #18, 19, 20; Shell, Chapters 7-10;

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

In Class: Begin Icarus Airlines (graded).

Class 9 Nov. 11. (Class will begin at 4:30 PM to allow time to conclude ICARUS case)

Between classes: Teams meet to plan strategy for Icarus Airlines (graded)

Hand in at 4:30 pm: Icarus deals.

In Class: discuss Icarus Airlines, team dynamics, trade-offs in complex negotiations

Hand out: Roles for Harborco (graded)

Class 10 Nov. 18. Final Paper Topics Due Today (2-3 sentences)

Prepare: BP #21; Shell, Chapter 12.

Hand in: 1-page paper (single spaced) summarizing your personal bargaining styles, strengths and weaknesses;

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

Class 11 Nov. 25. Bargaining Styles Paper Due Today.

Prepare: BP #22, 23, 24; review “Getting to Yes.”

In Class: Negotiate and discuss “Mediation Exercises”

Lecture on mediating and arbitrating conflicts.

Class 12 Dec. 2. QUIZ #2 Today! Final Papers Due

Prepare: **Everything from Class 6-11!**

Hand in: Final Paper; Peer Ratings Website open online.

In class: Quiz, film clips, summary, and wrap up for course.