

Negotiation & Dispute Resolution

SPRING 2010 // LGST #206, MGMT #291, OPIM #291 Section 408

University of Pennsylvania, Wharton School

Professor: Dr. Jennifer Beer

This syllabus will be updated throughout the semester and the latest version posted on Web Café. Web Café also has handouts, assignment sheets, web page links, and other course materials. Note: *To access Web Café you must open a Wharton email account.* <<http://accounts.wharton.upenn.edu>>

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What can you learn from this course?

Welcome to Wharton's Negotiation & Dispute Resolution course. I hope this class will be stimulating, informative, and build your confidence for the many kinds of negotiations you will encounter in your careers.

To make your ideas and goals a reality, you need to know how to elicit resources and generous cooperation from others. This course is designed to improve your effectiveness in negotiating and in mediating. We will look at many types of business negotiations -- external ones such as purchasing and sales, joint ventures, agents, partnerships, labor agreements, as well as the internal negotiations involved in working with others. We will also bring in examples from personal life and from political negotiations.

By the end of the semester, you should have basic competence in 4 areas:

- 1. Concepts:** Recognize and be able to explain to a less skilled negotiator:
 - ✓ Ways to structure a negotiation or mediation
 - ✓ Factors that facilitate and those that hinder effective negotiation
 - ✓ Emotional and mental aspects of negotiation
 - ✓ Ethical and cross-cultural issues
 - ✓ When a 3rd party might be useful.
- 2. Preparation, Strategy, Teamwork: Understand the basics of:**
 - ✓ Preparing for negotiation or mediation.
 - ✓ Setting negotiation priorities, understanding strategic options
 - ✓ Working with an agent, a negotiation team, or a coalition.
- 3. Personal Awareness:** Understand your preferred approaches to negotiation and expand your repertoire. Be more aware of your emotional responses.
- 4. Experience:** Accumulate hands-on experience in negotiation through classroom exercises, assignments, peer feedback, and paying attention to negotiation in your "real" life.

Readings

- 1. *Negotiation Genius:*** How to Overcome Obstacles and Achieve Brilliant Results at the Bargaining Table and Beyond. 2007. Deepak Malhotra and Max Bazerman.

2. *Getting to Yes: Negotiating Agreement Without Giving In*. 1982. Second edition 1991. Roger Fisher, William Ury, and Bruce Patton. This book is the classic work on interest-based negotiation.
3. Short readings. Most readings will be links or posts on WebCafe. Excerpts of books are in the online Course Pack, available at study.net.

We will refer to readings in class but will not concentrate on analyzing them. Some readings are required; some are included as extra information and reinforcement. You can use the readings to deepen your analysis of your negotiation roleplaying and life experiences, as well as to enrich your thinking in your written course assignments.

Guest Lectures

All sections of Wharton's Negotiation course are fortunate to have two guest lecturers during the semester. These lectures replace two class sessions and attendance therefore each **counts as a class day**. Usually Wednesdays at 4:30pm. Video will be available for those who cannot attend. Or you may substitute another on-campus guest lecture which is relevant to negotiation or dispute resolution. If you watch the videos or attend an unofficial talk, please email me one paragraph with your reaction to the presentation.

Attendance & participation

**This course is highly interactive and depends on each person preparing, attending, and participating fully.
Your roleplay group can't proceed without you!**

Attendance:

- **You may miss up to 3 classes without a grade reduction.** This includes "good excuse" absences. On roleplay days, *please let me know ahead of time that you won't be in class.*
- **If you miss a roleplay, you are responsible for arranging a make-up** (this includes finding people to play the other roles), however the class absence will still be counted.
- Persistent lateness will be counted as one or more class absences.

Preparing for class:

Please come to class with one cogent question or comment on the day's readings. You may also volunteer to help facilitate class roleplays or discussions.

Class participation is not graded directly.

Everyone participates in this class! If you or I have a concern about the nature of your class participation, we'll discuss that privately.

Preparation for class, serious participation in roleplays & debriefs, and your peers' end-of-semester judgement about how helpful you have been to their learning will influence decisions if your grade point is on a dividing line.

Assignments & Grades

Reflecting the course objectives, grading will be based on these factors:

1. Your dedication to learning from negotiation and mediation practice.
2. Your intellectual grasp of concepts.
3. Preparing for class and working with other students in a way that increases their learning as well as yours.

Category & Percent of grade	Assignment	Max Points
A. Roleplay participation and analysis 25%	Learning Summary #1	23
	Learning Summary #2	23
	Video Clip	25
B. Real world negotiation 8%	"Buy Something" write-up	25
C. Kaizen Teams 20%	5 Kaizen Meetings	64
D. Skill evaluation 15%	Learning Summary #3 (self evaluation)	15
	Peer Evaluation	30
E. Tests 32%	2 quizzes (23 and 27 points respectively)	50
	Final	45
=100%	TOTALS	300

At the end of the semester, course grades will be **curved for a median of a low B+**.

A. Roleplays: Participation, debrief, analysis

As the core of the class, this component is the majority of your grade.

Roleplaying gives you a low risk chance to experiment with different approaches. This is one reason roleplay *outcomes* are not graded in this course. See page on roleplaying later in this syllabus.

Results & debrief sheets

For each roleplay, your group will turn in a results sheet, each person will fill in a debriefing sheet, and you will usually have time to share your observations with others in your roleplay. Please be honest *and* kind. Your peers' judgment about the helpfulness of your feedback during the semester will be part of your final grade. However the content of any feedback you give other students will not affect their grades in any way.

Learning summaries

You will submit two learning summary essays during the semester. The 3rd summary will focus on self-evaluation at the end of the course.

Use these two-page single space write-ups to summarize your most valued learning from the roleplays and the readings. Your grade will be based on your honesty, insight, and intellectual capacity to use concepts from readings and class presentations to analyze your negotiations. Please attach your debrief notes to the back of your 2 page summary. They do need to be legible, even if they are not typed or beautiful.

Video clip

Record yourself while negotiating or mediating a roleplay. (Note: test to make sure the video will be both audible and visible before you start!) From the raw footage, excerpt one or two clips totaling no more than **4 minutes**. Upload it, along with one single-spaced page (max) commentary on what you learned from watching yourself that you hadn't noticed before. You are encouraged to use your kaizen group or classmates to help you analyze your video clip. You will be graded on the quality of your insight, and use of readings / class ideas to analyze your negotiation behavior & strategy.

Don't let technical issues bog you down! We will provide some instructions on editing and on uploading for those of you who haven't done this before.

B. Other Assignments

1. The first week assignment (please do NOW and email it to me) introduces you to me and to your kaizen team, and sets goals that you'll review again at the end of the semester. *See the back page of this syllabus.*
2. "Buy Something" negotiation adventure write-up (explained in class next week).

C. Kaizen Team

Your Kaizen Team is a group of four students that meets regularly. The goal is to help you apply class learning to your real life negotiations and conflicts, as well as absorb key issues from class and readings.

- Teams will hold at least five substantive meetings spread out during the semester, including one time with me if we can work out schedules.
- Members will take turns writing up a one page meeting summary.
- Your group's grade will reflect how well you used this opportunity to improve your real-life skills and your understanding of concepts and issues.
- Absence from a kaizen meeting will reduce your personal kaizen grade.

See the Kaizen page at the back of this syllabus for details.

D. Negotiation and conflict resolution skill

This grade will be based on two end-of-the-semester evaluations, one by your peers, the other your "Learning Summary #3" self-evaluation.

Keep hold of your debrief notes! The self-evaluation will review the feedback you received over the semester from your roleplay debriefs, and your progress on the goals you set at the beginning of the course. The peer evaluation will be via online survey at the end of the semester.

E. Tests

Two Quizzes

Each will take about a half hour of class time, one or two sentence answers, focus on the main concepts from class and readings.

Case Analysis project, or Take-home Final– Your choice

You can choose either a case analysis project, or a take-home essay exam. The purpose is to draw together the ideas in the readings and classwork to analyze significant issues or important negotiations.

The case analysis essay option:

- Analyze a current public issue and analyze what a negotiator or conflict intervener could learn from studying that situation. This is not a full blown research paper—maximum length will be only 2700 words. You can write an essay, a power point lesson, or create a roleplay.
- Details about the final project option will be posted on Web Café later in the semester.

The take-home essay exam:

- The exam will have 2 short answer and a longer essay question. You'll get the questions on the last day of class, and be able to prepare with books and notes as much as you want. Then you'll type your answers closed book and closed notes – just you and the blank screen with no time limit.
- Due in my email inbox before 2pm on Monday, MAY 3rd.

More about assignments

I will uphold Penn's academic integrity guidelines, and trust you to do the same. If you aren't sure about how to apply these guidelines, please ask.

1. Collaborative learning

Please feel free to talk with each other about your assignments. There are two exceptions:

- First, **do not disclose or discuss roleplay details to any Penn student**—not just your classmates, but students in other negotiation classes, or any student who might take a Wharton negotiation class in the future.
- Second, do your *own* thinking and writing, and be sure to note any non-class sources for your ideas – people, websites, books.

2. How to format & hand in assignments

- ➡ Upload assignments to your folder on Web Café. **Assignments will be considered “received” by the date & time they are posted to Web Café or emailed!** I’d also appreciate a hard copy, but this is not necessary. **Warning: Handing me a hard copy does not count as “received.”**

If for some reason you need to email assignments, send them as attachments to my Wharton email address.

- ✓ Make a header or footer on every page with your name, the assignment title, and page number.
- ✓ *Single space*, 10 or 11 point font, 1.25 margins (room for comments).
Please save paper by printing on both sides of the page and omitting extra title pages, large cute graphics, etc. BTW, I enjoy any **readable** font that isn’t Times Roman.

Do NOT leave anything under my office door. Instead, use my box in entryway to the Legal Studies Department, 6th floor Huntsman.

Late assignments: Please put syllabus due dates on your calendar and meet them! Late assignments that aren’t approved by me at least 24 hours before the due date will affect your course grade slightly.

- ✓ If you aren’t sure how to do an assignment
- ✓ If you are worried about your grade
- ✓ If you want more challenge or want to explore a topic or skill further
- ✓ If you have low confidence in your negotiation or mediation abilities
- ✓ If you have any concerns about what’s happening in class
- ✓ If you are falling behind...

DON’T WAIT! Tell me. Please come to office hours or send me email.

Schedule

The version of this schedule posted on Web Café will contain the latest updates and is the final word.

➡ Readings and Assignments are *due* on the day noted.

TUESDAY	THURSDAY
<p>13 JANUARY</p>	<p>14 JANUARY Semester roadmap Overview of negotiation subject, of syllabus.</p> <p>Read: Webber's article about Leigh Steinberg: <http://www.fastcompany.com/magazine/19/showmoney.html></p>
<p>19 JANUARY What do you value? Negotiate and debrief Roleplay #1. Details of the "Buy Something" assignment.</p> <p>Read: <i>Getting to Yes</i>, Intro, Chapters 1&2, plus Questions #4, 5, 6 at the back of the book. Due: 1st Assignment -- see handout at end of the syllabus. Post to WebCafé or if you don't have an account yet, email to beerj@wharton.upenn.edu</p>	<p>21 JANUARY Splitting the pie: claiming value Class: Basic terms & ideas about bargaining. Form Kaizen teams.</p> <p>Read: <i>Getting to Yes</i>, Chapters 3, 4, 5, Questions #1, 2, 3. Jay Folberg on pawnshop negotiations: http://www.mediate.com/articles/negotiation_lessons_from_the_pawnshop.cfm (optional) <i>Negotiation Genius</i>: Intro & Chapter 1</p>
<p>26 JANUARY Leverage: Who has the upper hand? Negotiation exercise #2 and debrief. How position & situation can influence your perceptions, emotions, and strategies.</p> <p>Read: <i>Getting to Yes</i>, Chapters 6, and Question 10 at the back.</p>	<p>28 JANUARY Your negotiation approach Identifying your usual approach to negotiation. Reviewing your Buy-Something strategies. Case study discussion.</p> <p>Read: Case Study-- What's a Bailed Out Banker worth? (concentrate on the negotiation-related parts) http://dealbook.blogs.nytimes.com/2010/01/04/whats-a-bailed-out-banker-really-worth/?scp=7&sq=treasury&st=cse Due: Fill out the negotiation approach questionnaire posted on WebCafe (no need to hand it in).</p>

<p>2 FEBRUARY Cooperation & Competition Negotiation Game</p> <p>Read: <i>Negotiation Genius</i>, Intro & Chapter 1. Due: "Buy something" write-up.</p>	<p>4 FEBRUARY NO CLASS (guest speaker substitute day)</p> <p>Friday, 5 FEBRUARY Due: 1st Kaizen Report by 5pm</p>
<p>9 FEBRUARY Multiple Buyers Roleplay #3 Handout Email Roleplay #5</p> <p>Read: <i>Negotiation Genius</i>, Chapters 2 & 3.</p>	<p>11 FEBRUARY ■ Quiz #1 Expanding the pie: creating value Debrief Roleplay #3 Basic concepts of interest-based negotiation.</p>
<p>16 FEBRUARY Understanding their world Listening, asking effective questions, acknowledging</p> <p>Read: Mu – the Chinese Paper Mill case Camp – chapter from <i>Starting with No</i>. Alert: Start reading <i>Prayer for the City</i> – it takes a while. Due: Learning Summary #1</p>	<p>18 FEBRUARY How to say it...? Or not. Debrief Email Roleplay #5. Modes of negotiating, non-verbal communication, language.</p> <p>Read: <i>Negotiation Genius</i>, Chapter 7. Mindell on powerful language. It's not just for women! Due: Email Roleplay results. Bring a printout of your transcript to class for the debrief exercise.</p>
<p>23 FEBRUARY Public sector / Labor negotiations Roleplay #6</p> <p>Read: Finish <i>Prayer for the City</i> excerpts.</p> <p>Listen: (Optional) Tom Cronin's WHYY interview about his 27 years as white collar union leader <http://www.whyy.org/rameta/RT/2007/RT20071001_20.ram></p> <p>Due: 2nd Kaizen Report</p>	<p>25 FEBRUARY Public Sector / Labor negotiations Roleplay #6 debrief <i>Prayer for the City</i> discussion.</p> <p>Read: Ury et al., 3 approaches (ok to skim but get main idea) <i>Negotiation Genius</i>, Chapters 11, 12.</p>

<p>Monday 1 MARCH Due by noon: If you plan to write a final project (instead of an exam), please email me a short statement about the conflict or negotiation you plan to analyze.</p> <p>2 MARCH Finish Roleplay #6, debrief Mindtraps & Ploys Read: <i>Negotiation Genius</i>, Chapters 4, 5, 6 (Optional) Hammond et al, Hidden Traps</p>	<p>4 MARCH Ethics Mid-course evaluation. Traps & Ploys, continued How to think about ethics....</p> <p>Read: <i>Negotiation Genius</i> Chapters 9, 10 Coren on sleep deprivation.</p>
<p>9 MARCH MID SEMESTER BREAK</p>	<p>11 MARCH MID SEMESTER BREAK</p>
<p>16 MARCH Mediation – a basic process for facilitating difficult negotiations Mediation Roleplay #7 Handout Agent Roleplay #9</p> <p>Read: <i>The Mediator Handbook</i> excerpts. Cleary chapter on mediating labor negotiations.</p>	<p>18 MARCH Mediation practice Mediation Roleplay #8</p> <p>Read: Finish Cleary book excerpt. Daly's chapter on Anger.</p>
<p>23 MARCH ■ Quiz #2 Mediation & Business ADR (Alternative Dispute Resolution) Mediations debrief. Uses of dispute resolution in business settings.'</p> <p>Read: Susskind, When you shouldn't go it alone <i>Negotiation Genius</i>, Chapter 12. Mary Parker Follett "interview" (skim).</p>	<p>25 MARCH Agents Debrief roleplay #9, discuss agents. Emotion & Conflicts in Negotiation.</p> <p>Due: Roleplay #9 results Due: 3rd Kaizen Report</p>
<p>30 MARCH Preparing for a negotiation Finish <i>Negotiation Genius</i> (include in Learning Summary) Read: <i>Negotiation Genius</i>, Chapters 8, 13, 14 Due: Learning Summary #2</p>	<p>1 APRIL NO CLASS (guest speaker substitute day)</p>

<p>6 APRIL Team negotiation Negotiating as a team, negotiating multiple issues Team Prep for Roleplay #10</p> <p>Read: Reardon – Persuasive Opening</p>	<p>8 APRIL Team negotiation Roleplay #10, continued & debrief. The structure of multi-issue negotiations</p> <p>Read: “teams” section of Thompson – Multiparty, Coalitions, Teams</p>
<p>13 APRIL The larger context Discussion of negotiation cases – how are they set up, how is the problem framed, politics, strategy.</p> <p>Read: Lax & Sebenius: 3D negotiations</p>	<p>15 APRIL Negotiating With Multiple Parties Roleplay #11</p> <p>Read: “coalition and multiparty” discussion in Thompson – Multiparty, Coalitions, Teams Due: 4th Kaizen report</p>
<p>20 APRIL Negotiating With Multiple Parties Roleplay #11, continued & debrief. Discussion: negotiating with multiple parties.</p> <p>Due: Learning Summary #3 (self evaluation – see Web Café)</p>	<p>22 APRIL What have we learned? Checking in on topics and readings you want to discuss. Evaluations—self, class, peers.</p> <p>Read: (Optional) Skim Ertel on corporate capability Due by Friday afternoon: Complete online peer evaluation survey.</p>
<p>27 APRIL Last Class: Negotiation & Conflict Resolution – the larger picture Negotiation as core business & life competency Distribute final exam questions. Festivities!</p> <p>Due at start of class: Final project, hardcopy. Please post a virtual copy to Web Café also.</p>	<p>29 APRIL Due by 1pm: Final Kaizen Team report</p>
	<p>Monday 3 MAY Take-home exam due in Web Café folder BEFORE 2pm.</p>

Roleplays & Games

Admittedly, games and roleplays are not “real life” (and often you’ll be grateful they were just for practice!). Nevertheless when approached as opportunities to learn, roleplays are surprisingly informative. Unlike real life, they give you a chance to:

- ✓ observe yourself in action

- ✓ experiment with unfamiliar approaches without risking dire consequences
- ✓ get immediate feedback
- ✓ find out what the other side's situation and reactions really were
- ✓ see how your skills compare with your peers.

Roleplay Rules:

1. **Shhhhhh**. Do not share your role information beforehand, even with people in other roleplay groups or other negotiation classes, unless I say it is okay.
2. Shhhh again! AFTER the roleplay, **do not exchange role sheets** or talk about how the negotiation went until after we've discussed the exercise in the class. This takes some discipline, but we will all learn more if you respect this.
3. Stick to the facts on your roleplay sheet. You are welcome to "embroider" information given to make your character or the roleplay storyline more realistic, but **do not make up facts or events that change the substance of the negotiation**. (In other words, your roleplay persona can choose to lie about the information given, but not to change the "fact" of that given information). And please, no accusations of sexual harassment, drunkenness, or other alleged defects of character unless they are written into your roleplay information.
4. Do as well as you can for yourself within the given constraints of your role. That doesn't necessarily mean defeating everyone else!—skilled negotiators can often find acceptable outcomes for everyone. You may try out any strategy... just remember that choosing to alienate your classmates will probably have consequences beyond the immediate roleplay.
5. **Debriefs**: This is the most valuable moment of your time together!! Don't ask for or give EVALUATIVE remarks (that was good, bad, stupid, you were nice, friendly, aggressive etc.) Give INFORMATIONAL feedback: "when you did X, I reacted Y" and let them figure out how to evaluate themselves.

Specifically ASK for feedback. If you don't ask directly, people will just pat you on the back and vaguely tell you you did okay, even if they hated negotiating with you. *You* are responsible for getting useful feedback you need to understand yourself better and improve your skills. Examples:

- "When I said X, how did you interpret that?"
- "If I could do one thing differently in the next negotiation to improve X, what would you suggest?"
- "What made you trust me or not?"

Strive to be both **forthright and kind** in your review of others and yourself, a difficult combination which learned well will stand you in good stead as negotiator and in your working life.

Kaizen Teams



Learning to negotiate or to resolve disputes wisely is a life-long project. The challenge in a course like this is to apply what you experience and read in class to improve your actual real life ability to negotiate for yourself and others.

This learning is a bit-by-bit process, hence the name, “Kaizen,” which is Japanese for incremental revision, disciplined improvement to achieve something of greater value. Your Kaizen Team will give you a chance to consolidate your class learning, and to think about how to apply it to the “real world” of your work, school, political, and personal life.

Who? We’ll form teams in class on the 3rd day.

How often? Teams will hold at least 5 substantive meetings during the semester, including one time with me if we can work out schedules.

1st meeting agenda: Share the negotiation stories and course goals each person wrote for your first assignment. (No need to re-summarize these stories in your kaizen report—I already have them.) Identify the emotions and strategies in each of your stories, and think about what skill or tactic you’d each like to improve next time you negotiate.

The other 4 meetings:

Write an agenda for the meeting--a list of topics to cover or a set of questions to consider. What would you like to learn during your time together?

Decide who will be timekeeper, who will write up the session (different people each time). The temptation is to mostly discuss the recent roleplays. Please make sure you cover OTHER topics sufficiently. Possible topics include:

- Review **readings**—what caught your attention? What questions do you have? What did you learn that you can actually apply?
- Discuss **your own negotiation or conflict experiences** outside of class, and how they connect to what you are learning.
- Be **strategy coaches** for each other: Try to help members think through difficult negotiation and conflict situations they’re facing. Try roleplaying out a practice run.
- Help analyze **videos of yourselves** negotiating.
- Play a negotiation game: Bohnanza, Settlers of Catan, Diplomacy, Risk, etc.

Reports:

- Post a 1 page MAX single-space summary of your meeting in your Web Café kaizen folder. A hard copy to me is appreciated but doesn’t count as “received”.
- Include:
 - a. Names of all present, date you met, who wrote the report
 - b. Your agenda.
 - c. A *brief* summary of the group’s reactions, questions, insights, concerns, anything you want me to know or answer.
- Have a different team member write and distribute the report each time.
- If you meet with me, you will not need to hand in a report for that session.

Negotiation & Dispute Resolution Spring 2010 Readings

University of Pennsylvania // The Wharton School

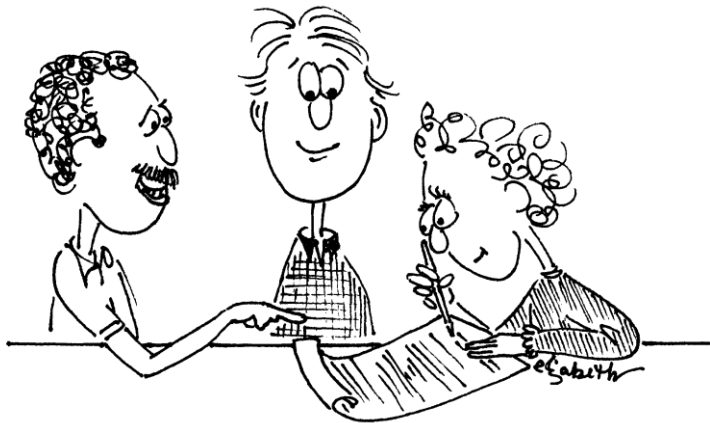
Professor: Jennifer Beer
 LGST 206, MGMT 291, OPIM 291
 Section #408

Readings are in 3 locations: online (for \$) at Study.net, On WebCafé, and links to internet postings. I've listed them in reading order. Articles posted on WebCafé from copyright sources have been reprinted from Penn Library's Business Source Premier (EBSCO) database, which your tuition has already paid for.

Location	Article
Online link	(Required) How to Get Them to Show You the Money, (an article about Leigh Steinberg). Alan M. Webber. Fast Company Issue 19, page 198, < http://www.fastcompany.com/online/19/showmoney.html >
Online link	Jay Folberg on pawnshop negotiations: http://www.mediate.com/articles/negotiation_lessons_from_the_pawnshop.cfm
Online link	Case Study-- What's a Bailed Out Banker worth? (skim except for the negotiation-related parts) < http://dealbook.blogs.nytimes.com/2010/01/04/whats-a-bailed-out-banker-really-worth/?scp=7&sq=treasury&st=cse >
Study.net	Case Study of a Chinese Paper Mill. Mu Dan Ping, reprinted in Weaver, <i>Culture Conflict & Communication</i> , 1998.
Study.net	<i>Starting with No</i> . Chapter 3. Jim Camp. 2002.
Study.net	Throw off your Shackles: Break Free of the Grammar of Weakness. In Phyliss Mindell, <i>How to Say It for Women</i> , 2001.
Study.net	Excerpts from <i>A Prayer for the City</i> . Buzz Bissinger, 1997.
Study.net	Three Approaches to Resolving Disputes: Interests, Rights, and Power. William Ury, Jeanne Brett, Stephen Goldberg. In <i>Getting Disputes Resolved</i> . 1988.
Study.net	Sleep Deprivation in Negotiations. In Stanley Coren, <i>Sleep Thieves</i> , 1996.
WebCafé	(Optional) The hidden traps in decision making. John S Hammond, Harvard Business Review, Sep/Oct 1998.
Study.net	The Effect of Anger on Negotiations over Mergers and Acquisitions. Joseph Daly, <i>Negotiation Journal</i> , September, 1991.
WebCafé	Excerpts from <i>The Mediator Handbook</i> . 1997 Jennifer Beer.
Study.net	Mediators: Lessons and Observations. In Patrick Cleary. <i>The Negotiation Handbook</i> , 2001.
Study.net	An Interview with Mary Parker Follett. Albie Davis, in William Breslin & Jeffrey Rubin, Eds. <i>Negotiation Theory & Practice</i> . 1991.
WebCafé	When you shouldn't go it alone. Lawrence Susskind. Harvard Business Review, March 2004.
Study.net	Setting the Agenda. In Kathleen Reardon, <i>Becoming a Skilled Negotiator</i> , 2005.
Study.net	Multiple Parties, Coalitions, and Teams. In Leigh Thompson, <i>From The Mind and Heart of the Negotiator</i> , 3rd Edition, 2005.
WebCafé	Turning negotiation into a corporate capability, Danny Ertel. <i>Harvard Business Review</i> , May/June 1999.

Not on the syllabus but of interest:

<p>Online link</p>	<p>Deborah Kolb, Carol Frohlinger, and Judith Williams have done extensive work on women in negotiations. Their points are useful for men too! Check out the following:</p> <p>Kolp talking about negotiation in the workplace, esp for women: http://www.stanford.edu/group/gender/cgi-bin/wordpressblog/2010/01/realize-your-new-years-resolution-negotiate/ (5 minute excerpt.)</p> <p>“Managing the Shadow Negotiation: <http://www.negotiator magazine.com/article2.html > http://www.negotiatingwomen.com/resources/</p> <p>Frohlinger on how to haggle like a guy < http://www.womenshealthmag.com/life/bargaining-skills>.</p>
<p>Online link</p>	<p>After the Contract, What? Negotiating to work successfully with a foreign partner, Jeswald Salacuse. 2 Canadian International Lawyer, 1997. <http://fletcher.tufts.edu/salacuse/aftercon.html></p>
<p>WebCafé</p>	<p>Even swaps: A rational method for making trade-offs. John S Hammond; Ralph L Keeney; Howard Raiffa. Harvard Business Review; Mar/Apr 1998.</p>
<p>WebCafé</p>	<p>Six Habits of Merely Effective Negotiators. James K. Sebenius. Harvard Business Review, April, 2001.</p>



First Week Assignment

Due by email to me before class on Tuesday, JANUARY 18th.

Email parts 1, 2, 3 to your Kaizen Team before your first meeting.

Keep a copy of your goals statement, because you'll return to it when evaluating the course and your own progress at the end of the semester.

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1. What kind of work do you plan to do after graduation? Are there particular types of negotiation you want to learn about ?
 2. Your goals and objectives for the course:
List the *specific* things you hope to be able to do better or to learn by the end of the semester. The more *specific and measurable* your objectives, the more likely you are to focus your learning effectively.
 3. Briefly describe a difficult negotiation or conflict you've been involved with in this past year. Write about a work-related situation, if possible. One paragraph is sufficient.
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4. Personal information: You do not need to send this section to your kaizen teammates.
 - a. The name you would like to be called, if it differs from your roster name.
 - b. Your phone number and preferred email address.
 - c. Any difficulties or special situations that I should know about. (For example: hearing loss, scheduling problems which might make you late for class, English not your first language).
-