

**University Of Pennsylvania
The Wharton School
Department Of Legal Studies And Business Ethics**

**LGST 206-910 Syllabus
Cross-listed: OPIM 291, MGMT 291
Summer Session 1, 2011**

Mondays & Wednesdays 2:00-5:00, JMHH F60

NEGOTIATION AND DISPUTE RESOLUTION (Undergraduate)

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Course Objectives: Our time together, both in class and electronically, will be focused on enabling you to become a more effective negotiator and conflict resolver. This effectiveness in negotiating and conflict resolution requires many things, including:

- The creativity to execute deals that others might overlook;
- Knowing when to walk away;
- The patience and insight to understand the expense of litigation and other alternatives to settle costly disputes;
- The strategic skill to get your fair share of what is negotiated;
- The insight to recognize ethical traps – and the wisdom to avoid them;
- Understanding the importance of relationships;
- The ability to work with people whose backgrounds, expectations, culture, and values differ from your own;
- The ability to resolve conflicts; and
- The capacity to reflect and learn from your experience.

This course links both the science and art of negotiation and conflict resolution, but it is more “art” than “art appreciation.” It will give you the opportunity to identify your strengths as a negotiator and to work on your relative weaknesses. More fundamentally, the course will provide both a conceptual framework to diagnose problems and promote agreement in a range of settings from your organization to your home.

Non-disclosure Agreement: You must sign and submit the attached agreement before we get underway. If you would prefer not to sign, you must drop the course.

Reading: G. Richard Shell, [Bargaining for Advantage: Negotiation Strategies for](#)

Reasonable People (2d. edition, Penguin); Max H. Bazerman & Margaret A. Neale, Negotiating Rationally (Free Press 1993); Bulk Pack of additional readings; handouts

GRADING FACTORS:

Grades will not be changed after they are decided, barring clerical errors.

1. Attendance, Participation & Performance (15%): You are expected to attend and participate in every class. Missing a single class will disrupt the learning environment in this course. If you miss two classes you are doing a tremendous disservice to the learning environment and the instructor may give you an F in the course absent a written medical (not work related) excuse from a medical provider or a religious reason pursuant to university policy:

http://www.upenn.edu/provost/PennBook/policy_on_secular_and_religious_holidays.

The first day of class counts as a class, so if you miss the first day and one other class, you may receive an F in the course. This applies even if you joined the class after the first day.

At the professor's option, your course grade may be increased by one half of a grade for outstanding class participation and negotiation performance.

2. Peer Evaluations (10%): You will rate your classmates on three dimensions using a 1-10 scale with 1 being poor and 10 being excellent:

- 1) overall preparation and commitment to the exercises and contributions to the course
- 2) skill in one-time negotiations where the future relationship does not matter much, and
- 3) skill in negotiations where the future relationship matters significantly.

This will be submitted **AT THE END OF THE COURSE**. There will be a peer evaluation tool posted on webCafé. It is your responsibility to keep track of your evaluations of your fellow students. Your evaluations will be submitted at the end of the term. The final results will be distributed once calculated. There is no need to indicate the class in which you negotiated with the peer. If you negotiate with someone more than once, submit only your single overall evaluation, not two or three.

3. Journal Entries (15%): Three journal entries are due over the course of the term. Each journal entry should be one page, describing your takeaway from a negotiation. The first journal entry should be on one of the negotiations in classes 1-3. The second entry should be on a negotiation in classes 1-6. The third entry can be on any negotiation. It is recommended that you write your responses soon after the class, so you can reflect while it is still fresh. Journals can be submitted throughout the term, but all journals are due the last week of the term.

4. Application Paper (25% of your grade: 3-5 pages, double-spaced). Choose an academic article (from a peer-reviewed journal) and write about its application to a negotiation conducted in class, or one you experienced or observed outside of the classroom. The focus of the paper should be on displaying your understanding of the article. You may write this paper with another student. It will be due in class on **June 6th**.

Below is a list of suggested articles for use in this paper. However, feel free to find other articles on topics of interest to you. You may want to start with the journals the following articles appear in, since they usually contain well-researched and interesting articles on negotiations. If you choose an article not on the list below, clear it with the professor before writing your paper.

Suggested list of articles for application paper:

- Bazerman, M. (1985). Integrative bargaining in a competitive market. *Organizational Behavior and Human Decision Processes*, 35(3), 294-313. doi:10.1016/0749-5978(85)90026-3
- Bottom, W. (1993). Framing Effects and the Distributive Aspect of Integrative Bargaining. *Organizational Behavior and Human Decision Processes*, 56(3), 459-474.
- Brett, J. M., & Okumura, T. (1998). Inter- and Intracultural Negotiation: U.S. and Japanese Negotiators. *The Academy of Management Journal*, 41(5), 495-510. doi:10.2307/256938
- Carnevale, P. J. D., & Isen, A. M. (1986). The influence of positive affect and visual access on the discovery of integrative solutions in bilateral negotiation. *Organizational behavior and human decision Processes*, 37(1), 1–13.
- Dunn, J. R., & Schweitzer, M. E. (2005). Feeling and Believing: The Influence of Emotion on Trust. *Journal of Personality and Social Psychology*, 88(5), 736-748. doi:10.1037/0022-3514.88.5.736
- van Kleef, G. A., De Dreu, Carsten K. W., & Manstead, Antony S. R. (2004). The Interpersonal Effects of Anger and Happiness in Negotiations. *Journal of Personality and Social Psychology*, 86(1), 57-76.
- Liebert, R. M., Smith, W. P., Hill, J. H., & Keiffer, M. (1968). The effects of information and magnitude of initial offer on interpersonal negotiation. *Journal of Experimental Social Psychology*, 4(4), 431–441.
- Moore, D. A., Kurtzberg, T. R., Thompson, L. L., & Morris, M. W. (1999). Long and short routes to success in electronically mediated negotiations: Group affiliations and good vibrations. *Organizational Behavior and Human Decision Processes*, 77, 22–43.
- Neale, M. A., & Bazerman, M. H. (1985). The effects of framing and negotiator overconfidence on bargaining behaviors and outcomes. *The Academy of Management Journal*, 28(1), 34–49.
- Northcraft, G. B., & Neale, M. A. (1987). Experts, amateurs, and real estate: An anchoring-and-adjustment perspective on property pricing decisions. *Organizational Behavior and Human Decision Processes*, 39(1), 84–97.
- Rangaswamy, A., & Shell, G. R. (1997). Using Computers to Realize Joint Gains in Negotiations: Toward an “Electronic Bargaining Table.” *Management Science*, 43(8), 1147-1163.
- Thompson, L. L. (1991). Information exchange in negotiation. *Journal of Experimental Social Psychology*, 27(2), 161–179.
- Van Kleef, G. A., De Dreu, C. K.W, & Manstead, A. S.R. (2004). The Interpersonal Effects of Anger and Happiness in Negotiations. *Journal of Personality and Social Psychology*, 86(1), 57.

5. **Analytical Paper** (35% of your grade: 6-8 pages, double-spaced). This paper should focus on a high profile negotiation of the past or present. The paper should display the facts of the negotiation, related negotiation research, as well as your analysis. This is your chance to demonstrate your ability to analyze negotiations as a consultant, advisor, or strategist for others – something we will do throughout the course. Do not use the paper to write about a personal negotiation you face or have faced in the past. **The paper is due in class on June 27th. LATE PAPERS WILL RECEIVE AN F. THERE WILL BE ABSOLUTELY NO EXCEPTIONS!**

Viable topics may be found in sports and entertainment (NHL, salary negotiations, stadium financing deals), history (end of the Korean War, Cuban missile crisis), business (AOL-Time Warner, RJR Nabisco merger). The topic should be of interest to you and have enough information available where you can do an in-depth analysis of the negotiation. If you choose to do a topic that is not well documented you may be doing yourself a disservice as this will require more work on your part. However, if it is a topic that truly interests you, you can look into the history of the various parties involved in the negotiation, where you may find richer documentation or find alternative ways of getting undocumented information, such as interviews with insiders. You need more than just a few newspaper articles. You must be able to tie your analysis to topics that we discuss in class or those that you have seen in the readings; **your analysis must reflect what you have taken away from this course.**

The best papers, those at the “A” level, will include a wide range of citations; negotiations research from beyond the course readings and analysis beyond a couple of sittings. They will also include research on negotiations beyond the materials presented in class. The worst papers, those at the “C” level, will merely summarize the details of a high profile negotiation.

All papers should include appropriate references and citations to relevant books and articles. ***Do not exceed the page limit. Again, late papers will receive an F and there will be no exceptions!***

CLASS TOPICS, SUGGESTED READING, AND ASSIGNMENTS

Class 1: May 23, Setting Goals, BATNA, and The “Zone of Agreement.”

- Bulk Pack: 1
- Bargaining for Advantage: 2-3
- Negotiating Rationally 4,9

Class 2: May 25, Bargaining Style; Relationships and Interests

- Bulk Pack: 2
- Bargaining for Advantage: 1,4,5,8
- Negotiating Rationally 7,11

May 30th – Memorial Day – No Class

Class 3: June 1, Opening Offers; Size of the Pot

- Bargaining for Advantage: 9,10
- Negotiating Rationally 3-5

****Minimum one journal from classes 1-3****

Class 4: June 6, Leverage

- Bargaining for Advantage: 6

*******APPLICATION PAPER DUE IN CLASS*******

Class 5: June 8, Agents

- Bulk Pack: 3
- Negotiating Rationally 15

Class 6: June 13, Ethics

Reading to be distributed

****Minimum two journals from classes 1-6****

Class 7: June 15, Cooperation, Trust and Commitment

- Bulk Pack: 4
- Negotiating Rationally 17

Class 8: June 20, Culture

- Bulk Pack: 5,6,7
- Bargaining for Advantage: Appendix A

Class 9: June 22, Multi-party; Facilitating emotions

- Bulk Pack: 8
- Negotiating Rationally 14

Class 10: June 27, Coalitions

- Bulk Pack: 9

*******FINAL PAPER DUE IN CLASS*******

Class 11: June 29, Review

*****All three journals due by today*****

*****PEER EVALUATIONS MUST BE SUBMITTED BY 10:00 AM THURSDAY, JUNE 30th**

NEGOTIATION AND DISPUTE RESOLUTION NON-DISCLOSURE AGREEMENT

Some of the role-playing negotiation exercises used in the various sections of this course and others are very similar. The sections do not necessarily encounter/debrief these exercises at the same times during the semester.

In order to make the course work and the grading fair for this and future sections of these courses, it is essential that participants:

- Keep role-specific, confidential information to themselves except as they may choose to disclose it in the actual negotiation exercises
- Make no efforts, other than in the course of negotiations, to discover the contents of the private information given to their counterparts
- Refrain from discussing the exercises and results of negotiations with other students until they are *certain* that the person with whom they are speaking has completed the exercise and discussed it in class. *Under no circumstances should students discuss the exercises with students who are not currently enrolled in negotiation.*

The professors teaching these courses consider intentional violations of these rules to constitute violations of the ethics guidelines of this institution. By signing this form, you agree to abide by the aforementioned requirements and rules.

Signed _____

Print Name _____

Date _____