

Management 691: Negotiations

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Course Information

Fall 2014: Tuesdays/Thursdays
Sections: 10:30 AM-11:50 AM, 1:30 PM-2:50 PM, and 3:00 PM-4:20 PM
Location: JMHH G50 and breakout rooms

Overview

This course aims to provide students with the fundamentals of effective negotiation and communication. Students will become equipped with the tools to address a range of contexts that call for negotiation skills. This course emphasizes learning through a series of group simulations, cases, exercises, feedback, and debriefing sessions. The experiential learning approach will guide students towards a better awareness and understanding of negotiation strategies and tactics to apply to real-world negotiations.

Whether students encounter cooperative or distrustful counterparts, or are confronted with multiple stakeholders, the core concepts presented in the course will help them develop wiser decision-making strategies under pressure, a more systematic framework to prepare for negotiations, and greater facility in approaches for creating and capturing value in negotiation.

Objectives

The ability to negotiate and communicate well is critical to your performance as a manager or executive. This course is designed to allow students to become more effective negotiators and managers through growth in several areas:

- Leveraging strengths in communication with multiple parties
- Designing sustainable agreements that maximize value
- Achieving superior results under highly competitive conditions
- Resolving disputes and achieving desired outcomes
- Anticipating the perspective and strategy of counterparts
- Working with a wide diversity of expectations and values

Course Grading

Participation	50%
Group presentation	10%
Short written assignments	10%
Final exam	30%

- **Participation:** This includes the quality of your contributions to class discussions, engagement during class sessions, and feedback you provide to your counterparts after

cases/exercises; and the timely and conscientious completion of exercises and related work/online polls and surveys. Name tents should be brought to each class session.

Before each class session begins, please turn off your wireless access, internet browser, instant messaging program, email program, and cell phone. There should be no internet or phone use during class time, unless previously instructed for in-class exercises.

Contribution to discussions will be graded during each session, and thus unexcused absences/lateness/early departures/inappropriate use of electronic devices will adversely impact your final grade. Students may not add the course once classes have begun. Students may not audit or take the course on a pass/fail basis.

Excused absences are granted for emergencies, illness, and religious holidays, and should be reported through the course absence report system and to me in writing. The MBA Program Attendance Policy indicates that job interviews, career pursuits, or travel are not appropriate reasons to request excused absences. Two unexcused absences will result in losing a letter grade for the class; more than two unexcused absences will result in an automatic LT for the course. You are responsible for making up all classwork.

- **In-class exercises and simulations:**

- If you are unable to participate in a simulation for any reason, you must provide written notification before the scheduled exercise as soon as possible so that groupings may be adjusted. Otherwise, your group will be left stranded, and this will diminish their learning. Because of the pre-arranged groupings, students may not attend a different section without providing at least a 1-week notice. Students are allowed to switch sections one time over the semester.
- Conscientious preparation and conduct of simulations are essential. Arriving unprepared results in the inability to fully participate in exercises, and this will impact your final grade.
- Under no circumstances is it acceptable to adopt the attitude, “I didn’t try because it was not a real negotiation.” Failing to take a simulation seriously (or pretending to have not taken it seriously after you perform poorly) is unfair to your counterparts, who are counting on you to provide a realistic experience.
- For each simulation, you will receive “confidential role information” with which to prepare. You are not allowed to show or discuss your confidential role information with anyone else at any time. During the negotiation, you are allowed to say whatever you want, but you cannot show your confidential role information to the other side. During the first class, you will be asked to sign a Non-Disclosure Agreement regarding any confidential role information you receive.
- The negotiation outcome for your team during Adam Baxter II will count towards your participation grade for Adam Baxter I, II, and III.

- **Group presentation:** In groups of 3-4, students will engage in a negotiation of their choice. These negotiations may be conducted at any point prior to December 4th. On

December 4th, groups will offer brief presentations during class outlining how they applied skills/strategies in the field and what outcomes they achieved.

- **Short written assignments:** In randomly assigned groups, students will submit two spreadsheets and two brief word documents for the Adam Baxter cases, detailing the evaluation of potential agreements and negotiation strategies. All word documents submitted should be double-spaced in 12-point Times New Roman font with 1-inch margins. These documents will be due on November 4th and November 11th. Submissions timestamped after the start of your section will not be graded.
- **Final exam:** During the university's fall final exam week, students will have two hours to complete a set of essays as a take-home final exam. During the two hours, students should not refer to additional reference materials, other than the three-page review document distributed during the last class session.
- **Distribution of grades:** The Dean's Office mandates a maximum class GPA of 3.33, with the lowest 10% of the class across all sections as LTs.

Sessions with Guest Speakers

The timing of the sessions is TBA. Attendance is highly recommended; this is in place of your normal section for those days. The final exam includes prompts that allow for reference to any class session, including materials discussed during sessions with guest speakers. There will be opportunities to meet with guest speakers before and/or after the seminars.

Student-Faculty Meals Program

Lunch/dinner sessions will be offered on average once a week, with additional sessions to be scheduled on request. Sign-ups will be first-come, first-serve, via Canvas.

Special Accommodations

If you have a disability that requires accommodations, please notify me and Student Disability Services as soon as possible so that we can make the appropriate arrangements.

About the Instructor

Dr. Chia-Jung Tsay is a Visiting Assistant Professor of Management at the Wharton School and an Assistant Professor of Organizational Behavior in the Department of Management Science and Innovation at University College London. Having served as a fellow at Harvard Law School's Program on Negotiation, Tsay received a Ph.D. in Organizational Behavior jointly from Harvard Business School and the Department of Psychology at Harvard University.

Tsay's research examines the psychological processes that influence decision making and interpersonal perception in performance contexts and negotiations. Tsay has been featured in media outlets including *ABC*, the *Atlantic*, the *BBC*, the *Boston Globe*, *CNN*, the *Economist*, *Huffington Post*, *Le Monde*, *Nature*, *NBC*, *NPR*, *Scientific American*, *Slate*, and *Wired*.

Tsay graduated from Harvard with a B.A. in Psychology (Phi Beta Kappa), an M.A. in History of Science, an M.A. in Social Psychology, and a secondary Ph.D. field in Music. In other professional experience, as a classical pianist, Tsay has performed at venues including Carnegie Hall, Lincoln Center, and the U.S. Embassy. She holds degrees from the Juilliard School and the Peabody Conservatory of the Johns Hopkins University, where she previously served as faculty.

Course Schedule¹

This course is comprised of a sequence of lectures, in-class exercises and simulations, debriefs, and case discussions. Course materials will be available on Canvas in advance of most class sessions, and these cases must be prepared prior to the in-class exercises [sessions noted below with asterisks]. Optional supplementary readings will also be made available on Canvas. Slides will be posted after each debrief session.

Thursday, August 28th	Course Introduction Decision Making and Negotiations: <i>In-class exercises</i>
Tuesday, September 2nd	Hamilton Real Estate I: <i>In-class exercise* and debrief</i>
Thursday, September 4th	Hamilton Real Estate II: <i>Continued debrief</i>
Tuesday, September 9th	Pacific Sentinel I: <i>In-class exercise*</i>
Thursday, September 11th	Pacific Sentinel II: <i>Debrief</i>
Tuesday, September 16th	Moms.com I: <i>In-class exercise*</i>
Thursday, September 18th	Moms.com II: <i>Debrief</i>
Tuesday, September 23rd	Windham: <i>Out-of-class exercise</i>
Thursday, September 25th	Windham: <i>Debrief</i>
Tuesday, September 30th	Guest Speaker
Thursday, October 2nd	Miti-Pet: <i>In-class exercise* and debrief</i>
Tuesday, October 7th	The Prosando Dispute: <i>Video case discussion</i>
Tuesday, October 14th	Strategies of Influence I: <i>In-class exercises</i>
Thursday, October 16th	Strategies of Influence II: <i>In-class exercises</i>

¹ The sequence may change to accommodate special circumstances and opportunities.

Tuesday, October 21st	Twelve Angry Men I: <i>Case discussion</i>
Thursday, October 23rd	Twelve Angry Men II: <i>Case discussion</i>
Tuesday, October 28th	Win As Much As You Can: <i>In-class exercise and debrief</i>
Thursday, October 30th	Guest Speaker
Tuesday, November 4th	Adam Baxter I: <i>In-class exercise*</i>
Thursday, November 6th	Adam Baxter II: <i>In-class exercise</i>
Tuesday, November 11th	Adam Baxter III: <i>In-class exercise*</i>
Thursday, November 13th	Adam Baxter I-II-III: <i>Debrief</i>
Tuesday, November 18th	HarborCo I: <i>In-class exercise*</i>
Thursday, November 20th	HarborCo II: <i>Debrief</i>
Tuesday, November 25th	Thanksgiving Break
Tuesday, December 2nd	Guest Speakers
Thursday, December 4th	Group Presentations
Tuesday, December 9th	Shark Tank: <i>In-class video case discussion</i> Final Exam Prep, Wrap-Up