

# Negotiation & Conflict Resolution

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FALL 2017 // LGST #206, MGMT #291, OPIM #291 Section 410

University of Pennsylvania, Wharton School

Instructor: Dr. Jennifer Beer

This syllabus will be updated throughout the semester and the latest version posted on Canvas. Canvas also contains all readings, handouts, course notes, assignment instructions, and web links.

**Office Hours:** Tuesdays, 1:30 – 2:30 or by appointment

Office: Legal Studies, 6th floor, Huntsman 618

Office Phone: 215-898-6044 (To see if I am there).

This is a shared phone – do not leave voicemail messages, no one retrieves them!

Home office & voicemail: 610-623-1926

Email: beerj@wharton.upenn.edu (use this one) jbeer@jenniferbeer.com (for urgent replies)

## What will 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 handling conflicts. We will look at several types of business negotiations – purchasing and sales, joint ventures, agents, partnerships, labor agreements, as well as the negotiations involved in working within an organization. We will also bring in examples from personal and political negotiations.

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

**1. Concepts**—Understand and be able to explain to a less skilled negotiator:

- ✓ How to analyze situations to determine what negotiation approach might work best.
- ✓ Factors that facilitate and those that hinder effective negotiation and conflict resolution.
- ✓ Importance of information, interests, priorities, perspectives, leverage.
- ✓ Emotional and mental aspects of negotiation.
- ✓ Ethical and cross-cultural issues.

**2. Action**—skills in preparation, communication, strategy, teamwork:

- ✓ How to gather useful and accurate information before and during negotiation.  
How to determine what to reveal when, and how to frame it.
- ✓ Strategic choices: goals & priorities, structuring the process, trading for a workable deal.
- ✓ Creating a positive environment for communication, honesty, and staying on good terms.
- ✓ Finding interests, effective problem-solving
- ✓ Handling multi-person and multi-party situations – agents, coalitions, teams.

**3. Personal Awareness:** Noticing and adjusting your thinking patterns, emotional responses, and interactions. Being alert to what other people are thinking and feeling. Expanding your repertoire of approaches.

**4. Experience:** Hands-on experience in negotiation, conflict resolution, and mediation through roleplays, exercises, assignments, peer feedback, and “real” life situations.

**This course is a “lab class.”** This series of experiential learning activities is designed to build your skills and expand your thinking. This learning-by-doing means that presentations and discussions of readings will be brief, and hit the high points. The more you read and prepare, the more you engage in the debriefs and reflection essays afterward, the more you’ll learn from the roleplays and exercises.

## 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*. Roger Fisher, William Ury, and Bruce Patton. The classic work on interest-based negotiation. Please read the 2011 edition.
3. Articles, lectures, and videos—the links or files are all posted on Canvas (No study pack). I may add a few as we go along.

Recommended, but Optional:

4. *Bargaining for Advantage: Negotiation Strategies for Reasonable People*. 2006. G. Richard Shell.
5. *The Mediator’s Handbook*. 2012. J. Beer, C. Packard, E. Stief.
6. *Getting More of What You Want*, 2015. Margaret A. Neale and Thomas Z. Lys.
7. Annotated list of video and text links on the Canvas “Links Page”,

Use these links and extra articles on Canvas to help you prepare for and analyze your negotiations, as well as to enrich your thinking in your written course assignments. Please email me if you find other sources worth posting!

**A NOTE ABOUT COPYRIGHT FEES :** Some of the roleplay cases we will use in this class require a copyright fee per use. You will be charged separately by Wharton Publications for these. This small charge will appear on your bursar bills towards the end of the semester.

## Attendance & Participation

Attendance is crucial! This “lab class” course is highly interactive and depends on each person preparing, attending, and participating fully. Your roleplay group can’t proceed without you!

### Attendance

If you have an intense recruiting or sports schedule (etc.) that will make your weekly attendance uncertain, please don’t take this course.

You may miss up to 3 classes without a grade reduction. Thereafter, each missed class = one step down in your course grade. **This includes “good excuse” absences**, such as illness or recruiting interviews. so leave yourself some slack. There is no need to submit written excuses or to get permission.

**Please let me know ahead of time if you won’t be in class.** I don’t need to know why, It saves class time if I

can re-arrange the roleplay groups beforehand.

You must complete all roleplays, even if you miss a class. **You are responsible for arranging make-up roleplays.** This means finding people to play the other roles, scheduling sufficient time for a full negotiation experience, filling out results and debrief sheets. The class absence will still be counted.

To avoid grade-reduction, you may make up for missed classes by attending other live lectures (this can be my Monday class, guest lectures on campus relevant to the course, or conducting an interview with an active negotiator. YouTube lectures do not count.) Submit a “key points + your reaction” one page report to Canvas.

### **Roleplays and debriefs**

Roleplays, games, and exercises are the core of this course. Roleplay \*outcomes\* are not directly graded in this class. This gives you all a chance to take risks, to experiment with different approaches.

Immediately after each roleplay, turn in your results, then pick up a debrief sheet to guide your group debrief and self-reflection. Keep these notes for writing your Reflection Essays and doing the Peer Evaluation. Usually you will have time to share observations with others in your roleplay. The content of any feedback you give other students will not affect their grades in any way.

Through the online peer evaluation at the end of the semester, your roleplay outcomes and interactions over the course of the whole semester WILL affect your grade. As will the degree to which you are prepared and participate seriously.

### **Participation**

EVERYONE participates in this class! And your participation in class discussion is not graded. Indirectly, your contribution to everyone else’s learning will be factored in should your grade land on a dividing line. This is measured solely by peer feedback at the end of the course.

### **Guest Lectures**

Wharton sometimes offers one or two guest lectures for Negotiation classes. These will replace a scheduled class (probably in mid April). You can attend the guest lecture, watch the video afterward on the Wharton network.

You can also get attendance credit if you have missed more than 3 classes by attending another lecture on campus, or watching a \*substantive\* 45+ minute video lecture. In either case, it must be someone talking about their first hand negotiation or conflict resolution experiences.. To get attendance credit, upload one paragraph to Canvas summarizing your reaction to the lecture you heard.

## Assignments & Grades

Reflecting the course objectives, your grades will be based on:

1. Your ability to learn from experience, and to connect those experiences with course concepts.
2. The sophistication of your thinking (nuance, making connections, original ideas, self-awareness)
3. Your peers' estimation of your negotiation and conflict resolution capabilities.

The class median for most assignments is around a B+. Usually 9 - 12 students earn an A or A- for the course and about half the class earns a B or B+. While grades do reflect your relative standing compared to your peers, I do not curve scores for assignments or for the course grade.

CATEGORY	% OF GRADE	ASSIGNMENT
A. Ungraded Assignments	10%	First Assignment, roleplay preps, plus other classwork related assignments completed satisfactorily and on time.
B. Reflection Essays	8%	#1 Negotiate Something
	10%	#2 Learning review
	10%	#3 Video analysis
C. Real World Analysis Essay	20%	Analysis of a current negotiation or conflict.
D. Kaizen Team	15%	Completing 5 Kaizen Meetings with full attendance and substantive conversations/activities.
E. Concept Quizzes	15%	10 online "quizlets" outside of class
F. Skill evaluation	12%	Peer Evaluation, Roleplay participation

Plan ahead! If you want to change a due date you must ask at least 48 hours before the assignment is due (and I may not be able to say yes.)

### A. Ungraded Assignments

First Week Assignment: Introduce yourself, think through what you'd like to accomplish in this class. Instructions are on last page of this syllabus (also posted on Canvas). Required but not graded. Please do it SOON!

For roleplays using teams, you will prepare together before class and post your prep sheets. There will be a few other "required but not graded" assignments for classwork or to practice a specific skill.

### B. Reflection Essays: Roleplays + class and readings

Reflect on what you have learned from the roleplays, your real-life situations, from class, and from course readings. Your grade will be based on how well you use course concepts to learn from your experiences, how deeply you reflect on your performance and the actions and reactions of others, and the intellectual richness of your observations and questions.

Details for each assignment will be posted on Canvas.

**#1** Negotiate Something. Explained in class next week. Maximum word count: 800.

**#2** What have you learned so far? Maximum word count: 850.

**#3** Video: Similar to #2. It will focus on analyzing 3-4 minutes of video clip(s) of you negotiating. Start recording your roleplays from the start to give you plenty of footage! You'll also ask classmates to watch your videos with you. Maximum word count: 850.

### **C. "Real World" Analysis Essay**

This paper will give you the opportunity to review and draw together what you've learned in this course to analyze a real-world negotiation. You will select one out of several possible essay questions to answer in relation to one negotiation or conflict that is of particular interest to you. As part of your own grade, you will also read and comment on another student's draft. Maximum word count: 1500.

### **D. Kaizen Team**

Kaizen Teams consist of 4 students who meet at least 5 times during the semester. The goal is to help you apply class learning to your real life negotiations and conflicts, to get useful, ongoing feedback, and to give you a chance to get more practice through games, roleplaying, or other activities of your choice. See the Kaizen page at the back of this syllabus.

### **E. Concept "Quizlets"**

There will be 10 online "quizlets" that cover the readings and slides from the previous week or two. Each will be about 10 minutes long, and usually open book. It is wise to finish assigned readings and review the slides beforehand so that you can answer quickly and effectively. Most questions ask for one or two sentence answers, and test your ability to recognize and apply central concepts from class notes and readings. There are few questions that have right/wrong answers. Better answers will get more points.

We'll do a doodle poll to select the two best half hour times for the class. You will be able to take the quizlet during either time. If you take both (they'll be different), the answer that got the most points will count towards your grade.

### **F. Negotiation and conflict resolution skill**

You will fill out a peer evaluation survey at the end of the semester that measures a range of skills of your classmates. Therefore, your reputation in the class, other students' perception of your skills, and how seriously you prepared for and participated in the roleplays WILL affect your final grade.

Please learn everyone's name ! so that you can give them a fair evaluation. Note thoughts on your private roleplay debrief sheets to remind yourself, especially when someone does something well.

## More about assignments

### 1. ➡ Assignments will **ONLY** be considered “received” by the date & time they are posted to Canvas!

Or to put it another way, while I appreciate getting a paper copy of assignments, even if you email me, or hand in a hard copy, it does not count as “received” until you post it to Canvas.

### 2. How to format assignments

- Make a header or footer on every page with your name, the assignment title, and page number. You’d be amazed how often people forget to do this.
- Put the word count at the end of your assignment. (MS Word calculates this for you.)
- I prefer to read single space, with space between paragraphs.  
Please save paper by omitting title pages, large cute but extraneous graphics, etc.  
BTW, I enjoy any readable font that isn’t Times Roman.

### 3. Collaborative studying

You are actively encouraged to talk with each other about your assignments. There are two exceptions:

- Please **do not disclose or discuss roleplay details with 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, be sure to note the sources for the ideas you present in your written assignments –people, websites, books. If your classmate gave you a good idea, credit them!

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

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

## Kaizen Teams



The challenge of this course is applying what you experience and read in class to improve your real life ability to negotiate for yourself and others.

This learning is a bit-by-bit process, hence the name, “Kaizen,” a Japanese business concept which means incremental revisions, disciplined improvement. Your Kaizen Team will help you to consolidate your class learning, and 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?** 5 substantive meetings throughout the semester, including one time with me if we can work out schedules. Schedule at least an hour for each meeting.

**1st meeting agenda:** Share the negotiation stories and course goals each person wrote for your first assignment. (No need to summarize these in your kaizen report, as I have them already!) Identify the emotions and strategies in each of your stories. Discuss what you'd each like to work on during the semester.

### The other 4 meetings

Use your time together smartly:

\*Before\* you meet, propose the questions and topics you'd like to discuss, or pick an activity you want to do together. Although making an agenda—even a simple list—can feel weirdly formal, it is invaluable baseline for facilitating efficient negotiations and meetings in the business world. Get in the habit!

The temptation is to mostly discuss the recent roleplays. This is fine, but make sure you ALSO explore other topics or activities too. Possibilities:

- Discuss your current personal negotiation or conflict experiences.
- Talk about negotiations / conflict management events in the news.
- Help a kaizen member prepare for a job interview or difficult conversation by roleplaying it out.
- Discuss course concepts that interest or confuse you, questions you have for me.
- Play a negotiation game: I recommend this for your 2nd or 3rd kaizen meeting. Warning though!: games can take many hours. And you may never speak to each other again! See the recommended games page on Canvas. Please add your review comments there afterward.
- See a negotiation-related film together.
- Arrange to interview someone who does a lot of negotiating in their job. Maybe invite them out to lunch with your team.
- Watch video clips of yourselves negotiating—what do you notice? (Ideal for your Reflection Essay #3.)

**Kaizen Reports**

Select 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.

Post a maximum 450 word summary of your meeting in your Canvas kaizen folder.

Include:

- a. Who attended, who wrote the report. Add a group photo, if you want!
- b. The place, day, and time duration of the meeting
- c. A outline of the things you talked about / did. (I don't need to know the details) plus any idea or problem or question you want me to know about or respond to.

**Kaizen Grades**

Your kaizen grade will take into account the range of topics and activities you explore, how much energy you put into making your meetings useful for all group members, meeting & reports happening at the required intervals, and on your personal attendance.

There's no grade on individual kaizen meetings, just comments and guidance. The grade will reflect your whole semester efforts.

Note: Most students like their kaizen get-togethers and find it helps with their real world negotiations and conflicts. However, if you find your kaizen group is not particularly interesting or helping your learning, please come talk to me (I will keep this confidential), and we'll strategize.

## 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 and more honest feedback
- ✓ find out what the other side’s situation and reactions really were
- ✓ compare your skills 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. 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 improve your negotiation position.** (Your roleplay persona can choose to lie about the information given, but not to change the roleplay sheet facts). And please, no accusations of sexual harassment, drunkenness, or other alleged defects of character unless they are written into your roleplay information.
3. 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. Try out any strategy you want... just remember that you will face those same students in other roleplays later. Reputation effect!
4. **Debriefs:** This is the most valuable moment of your class time together!!  
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.

## First Week Assignment

Post in your Canvas folder, preferably before class, Tuesday, September 5th.. This assignment is required, but not graded.

### 1. What kind of work do you plan to do after graduation?

What do you value most about the work you want to do in the world, the person you want to be? What kinds of negotiation are likely to be most important for you? (One paragraph.)

### 2. What are you curious about, what would you like to accomplish?

What skills and information about negotiation would you especially like to improve by the end of this semester? The more *specific and measurable* the skills and ideas, the more likely you are to focus your learning effectively. (i.e. "I'd like to learn how to get and keep people's attention" or "My goal is to understand how to prepare so I feel less nervous" or "I want to learn how negotiation skills can be applied to my \_\_\_ situation." or "I'm curious about the negotiation strategies diplomats use in international trade negotiations." rather than "I'd like to negotiate better.")

Note that you'll return to these goals for your end-of-semester self-evaluation

**3. Describe a negotiation or conflict you've been involved with in this past year.** Write about a work-related situation, if possible. Note at least one thing you did well in the situation. (One or two paragraphs, max.)

### 4. Personal information

- a. The name you would like to be called, if it differs from your roster name. Pronunciation of your name, if I'm likely to say it wrong.
- 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).

I will keep your phone number & item "c" confidential.

# Course Calendar

## Negotiation & Conflict Resolution

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University of Pennsylvania, Wharton School

Instructor: Dr. Jennifer Beer

➔ Readings and assignments are due by 2pm before class starts on Monday, unless noted otherwise. Be alert – many assignments are due Sunday night.

The PDF version of this calendar posted on Canvas will contain the latest updates and is the final word if you find discrepancies.

Canvas also contains all readings, handouts, course notes, assignment instructions, and web links.

DATE (Color = week)	IN CLASS	ASSIGNMENTS
<b>29 August</b>	<b>Semester roadmap</b> <ul style="list-style-type: none"> <li>▪ What do we mean by "negotiation" and why study it?</li> <li>▪ Semester Roadmap</li> <li>▪ Your Starting Point</li> </ul>	Write: Complete the 1st assignment (back page of the syllabus) as soon as you can. It is required but not graded.  Read: Webber's summary of Leigh Steinberg interview (also on Canvas): <a href="http://www.fastcompany.com/35462/how-get-them-show-you-money">http://www.fastcompany.com/35462/how-get-them-show-you-money</a>
<b>31 August</b>	<b>What do you value?</b> <ul style="list-style-type: none"> <li>▪ Course nuts &amp; bolts</li> <li>▪ Negotiate Roleplay #1 and debrief</li> <li>▪ "Negotiate Something" assignment.</li> </ul>	Read: <i>Getting to Yes</i> – Intro, Chapter 1  Optional: <i>Bargaining for Advantage</i> , Chapter 1, 2
<b>5 September</b>	<b>Distributive negotiations / claiming value</b> <ul style="list-style-type: none"> <li>▪ Basic terms &amp; concepts</li> <li>▪ Negotiation cycle, concessions</li> <li>▪ Short roleplay #2</li> <li>▪ Form Kaizen teams.</li> </ul>	Due: 1st Assignment (see back page of the syllabus) Post to Canvas preferably by Wednesday evening, 18 September.  Read: Jay Folberg on pawnshop negotiations (also on Canvas) <a href="http://www.mediate.com/articles/negotiation_lessons_from_the_pawnshop.cfm">http://www.mediate.com/articles/negotiation_lessons_from_the_pawnshop.cfm</a>  Read: <i>Negotiation Genius</i> Chapter 1 Take 15 minutes to get a sense of the whole book, because we'll be reading subsequent chapters out of order.  Optional: <i>Getting (More of) What you Want</i> , Chapter 7 on who should make the 1st offer.

<p><b>7 September</b></p>	<p><b>NO CLASS</b></p> <p>Use the hour for your first kaizen meeting if you like.</p>	<p>Read: <i>Getting to Yes</i> – Chapters 3-5</p>
<p><b>12 September</b></p>	<p><b>Your negotiation strategies</b></p> <ul style="list-style-type: none"> <li>▪ Fitting your approach to the situation.</li> <li>▪ Persuasion strategies</li> <li>▪ Reviewing your “Negotiate Something” strategies.</li> <li>▪ Explanation of Reflection Essay #1 assignment</li> </ul>	<p>Due: Fill out for yourself: Richard Shell’s style assessment questionnaire (in Canvas’s Assignment Materials folder). Bring your results to class.</p> <p>Due: Your “Negotiate Something” results. If you purchased something portable, bring it in for show &amp; tell.</p> <p>Read: <i>Negotiation Genius</i> Chapter 7.</p> <p>Watch this 11 minute cartoon synopsis Cialdini’s book on Persuasion:  <a href="https://www.youtube.com/watch?v=cFdCzN7RYbw">https://www.youtube.com/watch?v=cFdCzN7RYbw</a></p>
<p><b>14 September</b></p>	<p><b>Context &amp; mindsets</b></p> <ul style="list-style-type: none"> <li>▪ Review distributive negotiation core strategies, tensions</li> <li>▪ Roleplay #3 &amp; debrief</li> <li>▪ Handout Email Roleplay #5, to be negotiated outside of class with NO face-to-face negotiation. Finish before class, Tuesday, September 26th.</li> </ul>	<p>Due: 1st Kaizen Report (by the end of the day)</p> <p>Read: <i>Getting to Yes</i> – Chapters 6, 7, 8</p> <p>Optional: <i>Getting More</i>, Chapter 2, 3</p>
<p><b>15 September (FRIDAY)</b></p>	<p><b>“Negotiate Something” Reflection Essay #1</b></p>	<p>Due by noon, Friday</p>
<p><b>19 September</b></p>	<p><b>Leverage</b></p> <ul style="list-style-type: none"> <li>▪ Leverage main concept –dynamic negotiations</li> <li>▪ Debrief Roleplay #3</li> <li>▪ Kinds of leverage, when and how to play your cards.</li> <li>▪ Hand out Roleplay #4 to read. (Prep time will start in Thursday class)</li> </ul>	<p>Optional: <i>Bargaining for Advantage</i>, Chapter 6</p> <p>Optional: <i>Getting More</i>, Chapter 9 on Promises &amp; threats, Chapter 11 on Power</p>

<p><b>21 September</b></p>	<p><b>Interest-based negotiation</b></p> <ul style="list-style-type: none"> <li>▪ Interest-based negotiation main concepts: discovering value. Review of <i>Getting to Yes</i></li> <li>▪ Preparing for negotiations.</li> <li>▪ Prep in pairs for Roleplay #4</li> </ul>	<p>Read: <i>Negotiation Genius</i>, Chapter 2</p> <p>Optional: <i>Getting More</i>, Chapter 4</p>
<p><b>26 September</b></p>	<p><b>Interest-based negotiation, standards &amp; criteria</b></p> <ul style="list-style-type: none"> <li>▪ Videoing your roleplays</li> <li>▪ Roleplay #4 &amp; debrief</li> </ul>	<p>Due: Post your preparation page for Roleplay #4 (one per team) before class</p> <p>Optional: <i>Bargaining for Advantage</i>, Chapter 3 on Standards &amp; Norms.</p> <p>Optional: <i>Getting More</i>, Chapter 5, 6 on information and preparation</p>
<p><b>28 September</b></p>	<p><b>Interests: Managing information, Understanding their world</b></p> <ul style="list-style-type: none"> <li>▪ Debrief Roleplay #4</li> <li>▪ Sharing and evaluating information</li> <li>▪ Getting into their head and heart: Acknowledging , observing, listening</li> </ul>	<p>Read: Skim through the rest of <i>Getting to Yes</i>, read what interests you.</p> <p>Read: <i>Negotiation Genius</i>, Chapter 3</p>
<p><b>3 October</b></p>	<p><b>Understanding their world—communication</b></p> <ul style="list-style-type: none"> <li>▪ Debrief Email Roleplay #5 outcomes</li> <li>▪ Communication channels</li> <li>▪ Asking effective questions</li> <li>▪ One up, one down, nonverbals</li> <li>▪ Transcript analysis</li> <li>▪ What Job negotiation issues would you like to cover in the next class(es)?</li> </ul>	<p>Due: Post Roleplay #5 results <i>before</i> class.</p> <p>Due: Bring a <b>printout</b> (not just looking at it on your screen) of your transcript for the in-class debrief exercise. You do not need to post on Canvas</p> <p>Optional: <i>Getting More</i>, Chapter 8</p> <p><i>Bargaining for Advantage</i>, Chapter 5, 8.</p>
<p><b>5 October</b></p>	 <p><b>Fall Break</b></p>	<p>Due before you leave town: Post your transcript analysis page (one per roleplay). Required but ungraded. I will scan them to catch any confusions about the concepts. You'll get credit if you post it later but I won't have time to look at it.</p>

<p><b>10 October</b></p>	<p><b>Job negotiations: Value + Data</b></p> <ul style="list-style-type: none"> <li>▪ Job negotiation overview, video</li> <li>▪ Interests and leverage in job negotiations</li> <li>▪ After the offer: Negotiating your power and compensation</li> <li>▪ Hand out Roleplay #6 to read for Thursday</li> </ul>	<p>Due: 2nd Kaizen Report</p>
<p><b>12 October</b></p>	<p><b>Job negotiations roleplay</b></p> <ul style="list-style-type: none"> <li>▪ Video assignment reminder</li> <li>▪ Roleplay #6 &amp; debrief</li> <li>▪ Hand out Roleplay #7 Prepare with your partner outside of class, ready to go Tuesday morning.</li> </ul>	<p>Read: <i>Negotiation Genius</i>, Chapters 11, 13</p>
<p><b>17 October</b></p>	<p><b>Public negotiations</b></p> <ul style="list-style-type: none"> <li>▪ The politics of negotiation</li> <li>▪ Start Roleplay #7</li> </ul>	<p>Due: Your team’s prep sheet for Roleplay #7</p> <p>Due: Read one news article about current union or diplomatic negotiation, be ready to talk in class about how it differs from negotiations we’ve looked at so far.</p> <p>Optional: Read this labor mediator’s critique of Getting To Yes (short) :  <a href="http://www.colorado.edu/conflict/peace/problem/mcca7535.htm">http://www.colorado.edu/conflict/peace/problem/mcca7535.htm</a></p>
<p><b>19 October</b></p>	<p><b>Labor negotiations, multi-issue</b></p> <ul style="list-style-type: none"> <li>▪ Continue Roleplay #7, debrief</li> <li>▪ Strategies for handling multiple issues.</li> </ul>	<p>Due: Reflection Essay #2</p>
<p><b>24 October</b></p>	<p><b>Tugs of the heart and mind</b></p> <ul style="list-style-type: none"> <li>▪ Review essay questions for the Real World assignment</li> <li>▪ Perception and judgment</li> <li>▪ Self &amp; Other , Response to change</li> <li>▪ Mind traps, framing</li> </ul>	<p>Read: <i>Negotiation Genius</i> chapters 4, 5, 6, 8.</p> <p>Optional: “Hidden Traps” by Hammond et al.</p>

<p><b>26 October</b></p>	<p><b>Influence or Ploy?</b></p> <ul style="list-style-type: none"> <li>▪ Explain Video Reflection Essay #3</li> <li>▪ Recognizing and dodging ploys</li> <li>▪ Small group ploy skits</li> <li>▪ Hand out Roleplay #10 to be completed outside of class. This roleplay requires several meetings and a lot of negotiating back and forth, so start it soon! Due Nov 9.</li> </ul>	<p>Due: 3rd Kaizen Report</p> <p>Read: <i>Negotiation Genius</i>, Chapter 9.</p> <p>Review <i>Getting to Yes</i>, Part III (Yes, but)</p> <p>Optional: "Negotiating with Liars" by Adler</p> <p>Optional: Watch "25 Most Difficult Negotiation Tactics" with William McCormick.  <a href="https://www.youtube.com/watch?v=wl-p2eDVj4k">https://www.youtube.com/watch?v=wl-p2eDVj4k</a></p>
<p><b>31 October</b></p> 	<p><b>Conflict and animosity: mediating high-emotion negotiations</b></p> <ul style="list-style-type: none"> <li>▪ The negotiation life cycle. . Building realistic, action-centered agreements → Commitment</li> <li>▪ Conflict dynamics, effects of anger.</li> <li>▪ Conflict resolution: dealing with emotions and solutions.</li> <li>▪ Watching skilled mediators in several settings (video)</li> </ul>	<p>Read: <i>The Mediator Handbook</i> excerpts (posted files start with "MH")</p> <p>Reade <i>Negotiation Genius</i>, Chapter 12.</p> <p>Optional: <i>Getting More</i>, Chapter 10 on emotions</p>
<p><b>2 November</b></p>	<p><b>Mediation</b></p> <ul style="list-style-type: none"> <li>▪ 2-person mediation process – demo</li> <li>▪ Roleplay #8 (mediation) &amp; debrief</li> <li>▪ Hand out Roleplay #9 (mediation) to read before next class.</li> </ul>	<p>Due: Post your Real World topic</p> <p>Note: By this date you should have finished your client/agent planning for roleplay #10.</p>
<p><b>7 November</b></p>	<p><b>Mediation</b></p> <ul style="list-style-type: none"> <li>▪ Roleplay #9</li> <li>▪ Debrief, application to negotiation skills, to business settings.</li> </ul>	<p>Due: Video Analysis Essay #3</p> <p>Read: When you shouldn't go it alone, by Susskind</p>
<p><b>9 November</b></p>	<p><b>Agents: Using agents, serving as an agent.</b></p> <ul style="list-style-type: none"> <li>▪ Debrief roleplay #10</li> <li>▪ Working with an agent, serving as an agent</li> <li>▪ Fiduciary obligation</li> </ul>	<p>Due Results for Roleplay #10 posted before the start of class.</p>

<p><b>14 November</b></p>	<p><b>Ethics</b></p> <ul style="list-style-type: none"> <li>▪ What is “fair”?</li> <li>▪ What’s illegal? What’s unethical?</li> <li>▪ Ways of thinking about your choices and decisions.</li> <li>▪ Strategies for responding to unethical behavior, reducing temptations.</li> </ul>	<p>Read: <i>Negotiation Genius</i>, Chapter 10</p> <p>Listen or read:  <a href="http://knowledge.wharton.upenn.edu/article/when-lying-is-ethical/">http://knowledge.wharton.upenn.edu/article/when-lying-is-ethical/</a> and  <a href="https://hbr.org/2016/10/theres-a-word-for-using-truthful-facts-to-deceive-paltering">https://hbr.org/2016/10/theres-a-word-for-using-truthful-facts-to-deceive-paltering</a></p> <p>Optional: <i>Bargaining for Advantage</i>, Chapter 11</p>
<p><b>16 November</b></p>	<p><b>Team Negotiations, Agendas and Agreements.</b></p> <ul style="list-style-type: none"> <li>▪ Using agendas</li> <li>▪ Team Prep for Roleplay #11 (post on Canvas before next class)</li> </ul>	<p>Due: 4th Kaizen Report</p> <p>Read: “3D Negotiations” by Lax &amp; Sebenius. <i>This article is a MUST read for your Real World Analysis.</i> If you’d like to know more, check out their full book on the subject (same title).</p>
<p><b>21 November</b></p>	<p><b>Complex negotiations</b></p> <ul style="list-style-type: none"> <li>▪ Roleplay #11</li> </ul> <p><i>NOTE: If you are planning to be absent this day, let me know before 20 November if you want to roleplay with my Monday 3-6pm section on 11/27. Otherwise, you are responsible for arranging a time to finish the roleplay before class on 11/28. It needs 5-6 roleplayers, an hour to read and prepare, and another full hour to negotiate, so schedule well in advance.</i></p>	<p>Due: Post your Team Prep document before class starts.</p> <p>Optional because it is beyond the scope of this class. More actionable than the 3D article. “Complex Negotiations” by Watkins.</p>
<p><b>23 November</b></p>	<p><b>THANKSGIVING, NO CLASS</b></p> 	<p>Happy eating! Make sure everyone gets a fair slice of the pie</p>
<p><b>28 November</b></p>	<p><b>Complex negotiations</b></p> <ul style="list-style-type: none"> <li>▪ Roleplay #11 debrief</li> </ul> <p><b>3D negotiations</b></p> <ul style="list-style-type: none"> <li>▪ Keeping track of interests, information, positions</li> <li>▪ Sequencing, alliances &amp; coalitions</li> <li>▪ Hand out public information for Roleplay #12</li> </ul>	<p>Due by start of class:  Real World Analysis essay FULL rough DRAFT -- not just an outline!</p> <p>Post to Canvas AND email your peer Swap partner.</p> <p>Due: Real World Analysis full draft – the whole essay, NOT an outline ! Post to Canvas, and email it to your Swap Partner.</p>

<p><b>30 November</b></p>	<p><b>Multiparty negotiations</b></p> <ul style="list-style-type: none"> <li>▪ Roleplay #12</li> <li>▪ Prep time with same parties</li> <li>▪ First round or two of negotiations.</li> </ul>	<p>Due by 9pm Thursday: Essay Swap comments. Email them to your partner, and post on Canvas. Help your partner out by sending them on time.</p> <p>Due: Read the info for Roleplay #12 thoroughly. You'll be assigned a role in class.</p> <p>Read one of these:</p> <p>"Making the Most of Multiparty Negotiations" by Susskind  <a href="http://hbswk.hbs.edu/archive/3898.html">http://hbswk.hbs.edu/archive/3898.html</a></p> <p>"Three Keys to Navigating Multiparty Negotiations", by Mannix</p>
<p><b>3 December</b> (SUNDAY)</p>	<p><b>Real World Analysis Essay</b></p>	<p>Due by 9pm – Real World Analysis Essay final draft</p>
<p><b>5 December</b></p>	<p><b>Multiparty negotiations</b></p> <ul style="list-style-type: none"> <li>▪ Roleplay #12, continued &amp; debrief</li> <li>▪ Self evaluation</li> </ul>	<p>Skim: Ertel on Corporate Capability.</p>
<p><b>6 December</b> (WEDNESDAY)</p>	<p><b>Online peer evaluation</b></p> <p>Set aside enough time to give your classmates the considered assessment they (and you) deserve.</p>	<p>Due by noon: Complete online peer evaluation.</p> <p>*Please* don't be late! I need to collate the complete data set before Thursday's class.</p>
<p><b>7 December</b></p>	<p><b>Last Class – the larger picture</b></p> <ul style="list-style-type: none"> <li>▪ Course evaluations</li> <li>▪ What have we learned, where next?</li> <li>▪ Negotiation as core business &amp; life competency</li> <li>▪ Mantras &amp; closing</li> </ul>	<p>Due: decide on your pithy mantra!</p>
<p><b>14 December</b></p>	<p><b>#5 Kaizen Report</b></p>	<p>Due by 2pm:</p> <p>5th Kaizen report: It can be fun to hold a celebratory final Kaizen meeting at the very end of the semester, however you can meet any time after December 2.</p> <p>All make up work is also due by 2pm on this day.</p>