

**LGST 806 – Negotiation**  
**Wharton SF • Fall Semester, 2018 • Classroom #615**  
**Wednesday, 5:00 - 8:00pm: *Exception* – Two Tuesdays**  
(Version 1.0)

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**Course Description:** Your work balances relevant readings, thorough preparation and performance of simulated negotiations, and debriefing of those negotiations with your classmates. We get warmed up with relatively simple scenarios, but shift gears quickly into more complicated exercises – you will see the general subject areas in the syllabus. We will also look at the applicability of design-thinking to certain aspects of negotiation. Most, if not all, of the negotiations will occur in class.

*Careful preparation for every negotiation by each student makes everyone’s experience more valuable; most of all, yours.*

For this course to be meaningful – for you and your classmates – everyone has to be fully prepared to participate in the simulations and, most importantly, the discussions. This includes being up to date on the readings. You will be learning a great deal from one another and everyone needs to be present, physically and mentally, for the exercises to function and for you to see and absorb the more nuanced instances of skills that you and your classmates of the skills are using.

**The Reading Material:** Please begin by devouring Professor Shell’s *Bargaining for Advantage* (2<sup>nd</sup> ed.). It is readily available new or used or rental; however, it is my recommendation that you buy a copy to make it a reference book for your library, whether atoms or electrons. There will be additional readings: either in a coursepack or distributed on Canvas across the semester. The schedule below indicates the sequencing of the readings and when they are to be completed. There likely will be adjustments to the list.

**Grading:** Your grade will include: i) written assignments that springboard from the material; ii) meaningful participation in the negotiation debriefs and discussions, during which it will also be notable to fold in relevant concepts from the readings, or from outside material you’ve encountered, or your personal experiences; iii) my assessment of your preparation for and performance in the simulations and, specifically, your improvement across the span of the course – scores or outcomes will be noted, but are not particularly heavily weighted in this aspect of your grade; lastly, iv) overall promptness, energy, readiness and effort to truly learn and improve your ability in this art. I will provide a bit more specificity on grading, and relative weights, at the beginning of the semester.

**Attendance:** *Because each student is a necessary player in every exercise, attendance at every class is mandatory.*

Your classmates depend on your attendance, so absences are highly problematic. If your schedule already shows a conflict, please eliminate that conflict or take the class another semester. Any unexcused absence will affect your grade adversely. Such absences include but are not limited to: employer recruiting events or onboarding sessions; professional social functions; deadlines on other coursework; covert jumpstarts on vacations (yes, this was tried once by a GSBER, epic fail). Only an absence for real illness or a genuine personal emergency with verifiable documentation will be considered to avoid a negative impact on grade. If, however, you do find yourself unable to make it to class, please notify me or Meng if at all possible – this allows us to accommodate the class.

**Start Time:** Most simulations begin promptly at the start of class, which is **5:00pm**. Most negotiations have you working with 1-6 classmates. Arriving late will almost certainly put you at an immediate disadvantage because you'll have lost any opportunity to affect the agenda or the process, not to mention a coalition may have begun to form against you. In short: timeliness is good.

**Video and Written Work:** We hope to accomplish at least one videotaping of your negotiation – for purposes of review and assessment outside of class. Meng will provide instructions and scheduling options. There will be written work as well, including prep memos, reflection papers and a larger research and analysis paper. I will create prompts or guidance memos for the specific assignments as they arise. I will provide feedback on your work as promptly as I am able across the term. Please note, it is my standard practice to locate the most original and informative pull-quote from each student's written work, then organize and publish to the class the collection at the end of the term. Please tell me in advance if you wish not to have one of your quotes pulled for this purpose.

**Final Notes:** Out-of-class consultation and feedback are a core responsibility and function of my job. I will make myself available as much as reasonably possible. Like you, I read email and texts all day, every day. Please feel comfortable using that access for your learning purposes. If you wish to create a discussion group, I welcome the opportunity to drop in from time to time.

This syllabus is the default, but it is very likely to be amended as we proceed through the semester. Readings are required unless expressly designated as optional. Negotiation exercises will almost always include confidential information, which should not be shared with your counterpart, or sought out from others who may have used these exercises in prior semesters.

## SYLLABUS

<b>Dates:</b> <u>2 Tuesdays,</u> <b>10 Wednesdays</b>	<b>Topics</b>	<b>Exercise</b>	<b>Preparation Required for Today's Class:</b> ← ← ← ←
<b>Wednesday</b> <b>September 12</b>	Information Perception Fairness Reciprocity Styles	Overview  <u>Negotiate:</u> <i>Oil Pricing</i> (in teams; distributed in class)  <i>The Bargaining Styles</i> <i>Questionnaire</i> (distributed in class)	<b>Read:</b> <ul style="list-style-type: none"> <li>• No preparation or reading required for first class; however, please dive into the textbook, Prof. Richard Shell, <i>Bargaining for Advantage 2<sup>nd</sup> Ed.</i>, with an eye to completing the text on or before <b>Sunday Sept. 23.</b></li> </ul>
<b>Wednesday</b> <b>September 19</b>	Interests, Collaboration, Persuasion, Relationships.	<u>Negotiate:</u> <i>Brookside Hospital</i> (1 :: 1, b2b, IP licensing)  Time-Permitting: <i>The Player</i> (1 :: 1, studio producer :: film director; roles will be distributed in class)	<b>Prepare:</b> your confidential role for <i>Brookside Hospital</i>  <b>View:</b> Video, <i>Anchoring and Concession Patterns</i> , on Canvas  <b>Write &amp; Turn-In:</b> Your first <i>Preparation Memo</i> in advance of class, you will receive a prompt beforehand.  <b>Read:</b> <ul style="list-style-type: none"> <li>• Michael Wheeler, <i>Learning to Negotiate</i></li> <li>• Glossary of Terms, <i>Analytic Framework for Dispute Systems Design</i>, Martinez and Smith</li> </ul>
<b>Wednesday</b> <b>September 26</b>	Ethics, Boundaries, and Consequences	<u>Negotiate:</u> <i>Mossyback Lane</i> (1 :: 1, real estate)  <i>Alphexo/Betonn</i> (1 :: 1, scored) You and your counterparty will video this negotiation, during class, with your phone. You	<b>Prepare:</b> Your confidential roles for both: (1) <i>Mossyback Lane</i> , and (2) <i>Alphexo Betonn</i> . You will <b>make a video of your negotiation</b> of the <i>Alphexo</i> simulation in the latter half of this class session.  <b>Read:</b> <ul style="list-style-type: none"> <li>• Fisher, <i>Getting to Yes</i>, excerpt pp. 17-40.</li> <li>• Cialdini, <i>Science of Persuasion</i></li> </ul>

		will receive instructions on where and how to upload your video at that time.	<ul style="list-style-type: none"> <li>Lewicki &amp; Saunders <i>Hardball Tactics</i></li> </ul> <p><b>View/Read/Study:</b> 3 minute video excerpt, with accompanying memo, <i>Compound Questions</i></p> <p><b>Begin:</b> Paper #1, <i>On Ethics in Negotiation</i> (prompt to be provided).</p>
<b>Wednesday October 3</b>	Team Negotiation: Internal & External Negotiations	<u>Negotiate:</u> <i>V-Cola</i> (3 :: 3, consumer product, branding, marketing and advertising)	<p><b>Prepare Solo:</b> Your <i>V-Cola</i> confidential role first; then...</p> <p><b>Prepare as a Team:</b> Meet with your team outside of class, well in advance of class, to develop strategy and tactics.</p> <p><b>Read:</b></p> <ul style="list-style-type: none"> <li>Mnookin, <i>Tension Between Creating and Claiming Value</i></li> <li>Sally and O'Connor, <i>Negotiating in Teams</i></li> <li>Lax/Sebenius, <i>Internal and External Negotiations</i></li> </ul>
<b>Wednesday October 10</b>	Multi-Party Negotiation; Coalitions; Timing.	<u>Negotiate:</u> <i>Harborco</i> (1 :: 6, Large-Scale Harbor Development Project)	<p><b>Prepare:</b> Your confidential role <i>Harborco</i></p> <p><b>Read:</b></p> <ul style="list-style-type: none"> <li>Thompson, <i>Multiple Parties, Coalitions and Teams</i></li> <li>Robinson, <i>Errors in Social Judgment: Biased Assimilation</i></li> <li>Fisher and Shapiro, <i>Beyond Reason</i> (Ch. 8)</li> </ul>
<b>TUESDAY OCTOBER 16</b>	Trust; Relationships; Create & Claim Value; Vilfredo Pareto	<u>Negotiate:</u> <i>Aerospace Investment</i> (1::1, Founder/VC, scored exercise)	<p><b>Prepare:</b> Your confidential role in <i>Aerospace Investment</i></p> <p><b>Read:</b></p> <ul style="list-style-type: none"> <li>Ross and Ward, <i>Naive Realism</i></li> <li><i>Cognitive Biases Codex</i>, online/on canvas</li> <li>Gladwell, <i>Personality Plus</i></li> <li>Malhotra, <i>Move Northeast</i></li> </ul>

			<b>Begin:</b> Paper #2: <i>On Cognitive Biases in Negotiation</i> , a prompt will be provided, with a deadline
<b>Wednesday October 24</b>	Arbitration resolution by large-dollar strategic transaction w/ competitor	<u>Negotiate:</u> <i>Remicade &amp; Simponi</i> (2 :: 2, big pharma)	<b>Prepare:</b> your confidential role in <i>Remicade</i> , first individually, then (and only then) with your partner, well before class.  <b>Read:</b> t/b/d
<b>Wednesday October 31</b>	Coalitions, Collaboration, Timing	<u>Negotiate:</u> <i>Airline Restructure</i> (1 :: 7, b2b, labor contract negotiations)	<b>Prepare:</b> your confidential role for <i>Airline Restructure</i> .  <b>Read:</b> <ul style="list-style-type: none"> <li>• Malhotra and Bazerman, <i>Negotiating from a Position of Weakness</i></li> </ul>
<b>Wednesday November 7</b>	Persuasion, argumentation, using third-party data, norms and standards.	<u>Negotiate:</u> <i>Scandia::Compressor</i> (1::1, b2b, cross-border, cross-culture, steel supply contract)	<b>Prepare:</b> your confidential role for <i>Scandia</i>  <b>Read:</b> t/b/d
<b>November 14</b>	<b>No Class Mtg.</b>	<b>No Class Meeting</b>	<b>No Class Meeting</b>
<b>November 21</b>	<i>Holiday Week</i>	<i>Holiday Week</i>	<i>Holiday Week</i>
<b>TUESDAY NOVEMBER 27</b>	Guest: Prof. Leticia Cavagnaro, Stanford d.school	<ul style="list-style-type: none"> <li>• <i>Design Thinking, Part I</i> <ul style="list-style-type: none"> <li>○ Empathy</li> <li>○ Mapping</li> <li>○ Empathy Maps</li> </ul> </li> </ul>	<b>Prepare:</b> Clear your mind of preconceptions.  <b>Read:</b> t/b/d

<p><b>WEDNESDAY NOVEMBER 28</b></p>	<p>DT, Applied to Negotiation</p>	<p><i>Design Thinking, Part II</i></p> <ul style="list-style-type: none"> <li>• Prepare in Small Group to: <ul style="list-style-type: none"> <li>○ Create an Empathy Map</li> <li>○ Create a Negotiation Canvas</li> </ul> </li> <li>• <u>Negotiate</u>: <i>Casino</i> (1 :: 1, software development company, employment issue)</li> </ul>	<p><b>Prepare:</b> Your confidential role for <i>Casino</i></p> <p><b>Begin:</b> Paper #3: <i>On Applications of Design for Negotiation</i>. Prompt will be provided.</p>
<p><b>Wednesday, December 5 <u>Last Class</u></b></p>	<p>Process design Process Mgt. Awareness Flexibility</p>	<p><i>Mouse (EuroDisney)</i> (1 :: 7, b2g).</p> <p>Closing Discussion.</p>	<p><b>Prepare:</b> Your confidential role for <i>Mouse</i>, with specific focus on process design, management and alternatives.</p> <p><b>Read:</b></p> <ul style="list-style-type: none"> <li>• Lera Boroditsky, <i>Lost in Translation</i></li> <li>• Lax, <i>3-D Negotiation</i></li> <li>• Lewicki, <i>Int'l &amp; Cross-Cultural Negotiation</i></li> </ul>