

# Negotiation & Conflict Resolution

FALL 2018 // LGST #206, MGMT #291, OPIM #291 Section 410

University of Pennsylvania, Wharton School

Instructor: Dr. Jennifer Beer

This syllabus, the course calendar, and all class materials except roleplays are posted on Canvas.

**Office Hours:** Thursdays, 1:30 – 3:00 or by appointment.

Legal Studies & Business Ethics, 6th floor, Huntsman Room 618  
215-898-6044 (to see if I am there). This is a shared phone. No one listens to the voicemail.

Home office & voicemail: 610-623-1926

Email: beerj@wharton.upenn.edu (use this one. Messages sent via Canvas may not get noticed right away.) For urgent replies, use jbeer@jenniferbeer.com.

## How this course might change your life...

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 and beyond.

Whatever your ideas and goals are... to bring them into reality, you will need resources and generous cooperation from others. How to get what you need and want AND build a wide, high quality personal and professional support network at the same time?

This "laboratory" course is designed to improve your effectiveness in negotiating and in handling conflicts. We will look at the main types of business negotiations – buying & selling, hiring & promotion, cooperative ventures, agents & clients, union, deals in the public, non-profit, and private sectors, as well as many 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.”** Each week will have one or more experiential learning activities designed to incrementally build your negotiation skills. Learning-by-doing means that presentations and discussions of readings will be brief, and hit the high points.

What you put in is what you get out. The more you prepare and engage in roleplays, the more active you are in debriefs and discussions, the more time you spend reading and crafting the intellectual reflection essays, the more you’ll learn.

## 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 posted on Canvas, are on Study.net, and virtual versions on reserve at the Library.

Recommended:

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” (recommendations always welcome).

**Copyright Fees :** Some of the articles and 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 charge will appear on your bursar bills towards the end of the semester.

## Attendance & Participation

**Attendance is crucial !** As a lab class, this course is highly interactive and depends on each person preparing, attending, and participating fully. Your learning and your \*classmates\* learning depend on your presence, especially on roleplay days.

### 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 email me before class if you won’t be there.** I don’t need to know why. It gives me time to re-arrange the roleplay groups beforehand so that your classmates don’t have to scramble to read a new role, or wait to see if you show up. Or to arrange for you to get the role sheet for the next roleplay.

You must complete all roleplays, even if you miss a class. **You are responsible for arranging your make-up roleplays within 2 weeks of the missed day.** This means finding people to play the other roles, scheduling sufficient time for a full negotiation experience, posting your results and conclusions on Canvas. The class absence will still be counted.

### **Guest lectures and interviews:**

You may make up ONE missed class by attending a **live** lecture of 45 min+ that is relevant to our course, given by someone who PRACTICES negotiation and conflict resolution (rather than a professor who primarily teaches it.) Or you can conduct an interview with an active negotiator. Submit a “key points + your reaction” report to Canvas. Brief is okay – 200+ words.

Wharton sometimes hosts one or two guest lectures for all Negotiation classes. These will either be “extra credit” (see above) or I may decide to cancel a scheduled class and have this session be a substitute. If you cannot attend the guest lecture, you can watch the video later on the Wharton network.

### **Roleplays and debriefs**

Roleplays, games, and exercises are the core of this course. Roleplay outcomes are not graded. This gives you a chance to take risks, to experiment with different approaches, and learn together.

Immediately after each roleplay, post your results and pick up a debrief sheet to guide your roleplay group debrief and self-reflection. Keep your debrief notes for writing your Reflection Essays and for completing the Peer Evaluation at the end of the course. The content of any feedback you give other students during these debriefs will not affect their grades in any way.

The Peer Review of Skills at the end of the semester WILL constitute about 10% of your course grade. In this way, your roleplay outcomes and your interactions over the course of the whole semester *\*do\** affect your grade.

### **Participation & Preparation**

EVERYONE participates in this class! Participation in class discussion is not graded. Your preparation for roleplays and your contribution to everyone else’s learning, as measured by the Peer Review at the end of the course, will be factored into the “Ungraded Assignments” grade.

## 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 own and your peers' estimation of your negotiation and conflict resolution capabilities.

The class median for most assignments is a B+. Usually about a third of 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, scores for assignments or for the course grade are not "curved".

| CATEGORY                     | % OF GRADE | ASSIGNMENT   |
|------------------------------|------------|--|
| A. Ungraded Assignments      | 10%        | First Assignment, roleplay preparation, and class session-related assignments completed satisfactorily and on time. Peer Review scores about roleplay preparation and contribution to class learning will also factor into this grade. |
| B. Reflection Essays         | 10%        | 1st Essay – Negotiate Something  |
|                              | 10%        | 2nd Essay – Interview  |
|                              | 10%        | 3rd Essay – Video analysis   |
| C. Real World Analysis Essay | 20%        | Analysis of a current negotiation or conflict.   |
| D. Kaizen Team               | 10%        | 5 Kaizen Meetings with full attendance and substantive conversations/activities.   |
| E. Concept Quizlets          | 20%        | 9 online open book 25 minute "quizlets" (15 points each, 7 highest scores will be added together.)   |
| F. Skill evaluation          | 10%        | Peer Evaluation  |

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!

Several roleplays require preparation before class. 3 of these need to be posted to Canvas. There will be a few other "required but not graded" short assignments for classwork or to practice a specific skill.

Your peers and my judgment as to your roleplay preparation will also be included in this grade, as will high peer scores for "contributing to the learning" of your classmates.

## **B. Reflection Essays**

Each of these essays gives you a different way to enhance and reflect on your own progress as a negotiator.

Grades are scored based on how much you learn from the activity, how well you understand and apply course concepts, the intellectual richness of your observations, questions, and conclusions, and the (apparent) effort you put into the activity you're writing about.

Details for each assignment will be posted on Canvas.

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

**#2** Interview a negotiator. Maximum word count: 850.

**#3** Video: You will select 3-4 minutes of video clip(s) of yourself negotiating, and give a written guide to what you learned from watching the raw videos. You'll review the videos with classmates. *Start recording your roleplays from the start to give you plenty of footage!* Maximum word count: 800.

I and/or our TAs are available to talk with you about essay assignments. If you don't understand your grade, if you want to know how to improve, or how to get the most out of the essay assignments, please meet with us.

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

The final course assignment is an essay analyzing a *current* real-world negotiation of your choice. You will have a choice of 5 or so essay topics to frame your analysis. 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 throughout the semester. Here you can apply class learning to your real life negotiations and conflicts, get useful ongoing feedback, and get more practice through extra games, roleplaying, films, or other activities of your choice. See the Kaizen page at the back of this syllabus.

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

Nine online "quizlets" will cover the readings, roleplays, and slides from the previous week or two. Each will be about 25 minutes long, and are open book. Most quizlets are posted on Canvas at 5pm Thursday to be completed by Sunday 9pm. Given the time constraint, it is wise to review assigned readings and the class slide decks beforehand. Most questions ask for one or two sentence answers, and test your ability to recognize and apply central concepts from class notes and readings. Most questions do not have straight right/wrong answers. Better answers will get more points. Each quizlet is 15 points, and your grade will be the sum of your 7 highest scores. There will be no make-up quizlets.

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

You will fill out a peer evaluation survey at the end of the semester that highlights your strongest negotiation skills. This means that your reputation in the class, other students' experience of negotiating with you, and how seriously you prepared for and participated in the roleplays can affect your final grade. I review these scores for mitigating factors, and make sure that it does not affect your grade more than one level.

Please note observations on your private roleplay debrief sheets for when you go back to review -- 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.
- Note the word count at the bottom 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.
- **Quizlets** – you’re welcome to prepare together, however *during* the quizlet and *thereafter* until everyone in the course has finished taking that quizlet, please do not pass along ANY info about the quizlet content.
- If your classmate gives you a good idea for one of your written assignments, please use it and credit them!
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- ✓ 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 Thursday 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: Plan how to use your time together to have fun AND boost your learning.**

\*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 review the recent roleplays. This is fine, but make sure you ALSO explore other topics or activities too.

Discussion possibilities:

- Coach each other: discuss your current personal negotiations and conflicts happening outside of class (the more you can do this, the better).
- Self-evaluation: where are you making progress? What goal will you set next?
- Discuss 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 topics that interest or confuse you, questions you have for me.

Activity possibilities:

- Play a negotiation game: Can be great fun and team building. Warning though! Some games can take many hours. And you may never speak to each other again! Most groups use Settlers of Catan. I have the “Bohnanza” card game in my office that you can borrow. See the recommended games page on Canvas. Please add your review comments there afterward.
- Watch 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. If the whole team wants to use this interview for your Reflection Essays, check with me first.
- Review video clips of yourselves negotiating—what do you notice? (Ideal for your Video Reflection Essay.)
- Do an extra roleplay – either to help someone do a make-up for class, or to film for the video assignment. I may have some roleplays that fit what you're looking for.

## **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 selfie!
- b. The place, day, and time duration of the meeting
- c. An 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, posting reports at the required intervals, and on your personal attendance.

There's no grade for individual kaizen meeting reports, just comments and guidance.

Most students enjoy 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, don't just put up with it – 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 do things that are harder in real world settings:

- ✓ 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 as a colleague and manager in your working life.

## First Week Assignment

Post to Canvas, preferably by Wednesday, September 5th.  
This assignment is required, but not graded.

### 1. What kind of work do you plan to do after graduation? (One paragraph).

- What do you value most about the work you want to do in the world?
- About the person you want to be-come?
- What kinds of negotiation are likely to be most important for you?

Feel free to be open and frank here – rather than the smooth answer you might give to recruiters :-)

### 2. Goals & hopes

- What negotiation & conflict resolution skills would you most like to improve by the end of this semester? (The more specific and measurable, the more it can help focus your learning.)
- What are you curious about?

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

### 3. Describe a negotiation or conflict you've been involved with in this past year.

(One or two paragraphs, max.)

Write about a work-related situation, if possible. Note at least one thing you did well in the situation.

### 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: scheduling problems which might make you late for class, hearing loss, English not your first language).
- d. Whether I can post your name, photo, and email address on a class list that will be available on Canvas.
- e. If you're so inclined, please include a head shot photo, especially if your official university one doesn't look much like you! (I'll use it on the class list, too.)

I will keep your phone number and your answers to "c" confidential.

# Course Calendar

## Negotiation & Conflict Resolution

FALL 2018 // LGST #206, MGMT #291, OPIM #291 Section 410

University of Pennsylvania, Wharton School

Instructor: Dr. Jennifer Beer

➔ Readings are due by the start of class,


Be alert – quizlets are due Sundays, and most assignments are due the day BEFORE class.

The HTML version of this calendar that is posted on the Canvas home page will contain the latest updates and is the final word if you find discrepancies. A PDF of this calendar is also posted on Canvas and will be updated as needed.

Canvas also contains articles, handouts, PDFs of course slides, assignment instructions, and web links.

| DATE<br>(Color = same week) | IN CLASS  | ASSIGNMENTS   |
|-----------------------------|---|---|
| <b>28 August</b>            | <p><b>Semester roadmap</b></p> <ul style="list-style-type: none"> <li>▪ What do we mean by "negotiation" and why study it?</li> <li>▪ Semester Roadmap</li> </ul> <p><b>Your Starting Point</b></p>           | <p>Write: Complete the 1st assignment (back page of the syllabus) as soon as you can. It is required but not graded.</p> <p>Read: Webber's summary of Leigh Steinberg interview (also on Canvas):</p> <p><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></p>  |
| <b>30 August</b>            | <p><b>What do you value?</b></p> <ul style="list-style-type: none"> <li>▪ Course nuts &amp; bolts</li> <li>▪ Negotiate Roleplay #1 and debrief</li> <li>▪ Explain "Negotiate Something" assignment</li> </ul> | <p>Read: <i>Getting to Yes</i> – Intro and Chapters 1, 2.</p> <p>Optional: <i>Bargaining for Advantage</i>, Chapter 1, 2</p>  |
| <b>4 September</b>          | <p><b>Competitive (distributive) negotiations</b></p> <ul style="list-style-type: none"> <li>▪ Basic terms &amp; concepts</li> <li>▪ Form Kaizen teams</li> <li>▪ Roleplay #2</li> </ul>                      | <p>Reminder: complete the 1st Assignment.</p> <p>Read: Jay Folberg on pawnshop negotiations (also on Canvas)</p> <p><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></p> <p>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.</p> <p>Optional: <i>Getting (More of) What You Want</i>, Chapter 7 on who should make the 1st offer.</p> |

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| <p><b>6 September</b></p>                  | <p><b>Competitive negotiations</b></p> <ul style="list-style-type: none"> <li>▪ Debrief Roleplay #2</li> <li>▪ Core strategies &amp; terms</li> </ul>   | <p>Read: <i>Getting to Yes</i> – Chapters 2 – 5</p> <p>Quizlet 1 this weekend.<br/>30-minute Quizlets will be posted on Canvas late Thursday afternoons. You can do them any time before Sunday evening, 9pm.</p>   |
| <p><b>11 September</b></p>                 | <p><b>Your negotiation approach, 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 1st Reflection Essay assignment</li> </ul>      | <p>Due: Your “Negotiate Something” <b>results</b>. If you purchased something portable, please bring it in for show &amp; tell.</p> <p>Due: Fill out Richard Shell’s style assessment questionnaire (in Canvas’ Assignment Materials folder). Bring your results to class.</p> <p>Read: <i>Negotiation Genius</i> Chapter 7.</p>  |
| <p><b>13 September</b></p>                 | <p><b>Framing to influence and persuade</b></p> <ul style="list-style-type: none"> <li>▪ Influence strategies</li> <li>▪ Recording your roleplays</li> <li>▪ Roleplay #3 &amp; debrief</li> <li>▪ Hand out Email Roleplay #5 – to be negotiated outside of class, results due Monday night, 9/24</li> </ul> | <p>Watch this 11 minute cartoon synopsis of Cialdini’s book <i>Persuasion</i>:<br/><a href="https://www.youtube.com/watch?v=cFdCzN7RYbw">https://www.youtube.com/watch?v=cFdCzN7RYbw</a></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>13 September (Thursday 10pm)</b></p> | <p>“Negotiate Something” Reflection Essay</p>   | <p>Due at 10pm: Post your “Negotiate Something” Essay on Canvas.</p> <p>Quizlet 2 this weekend</p>  |
| <p><b>18 September</b></p>                 | <p><b>Roleplay #4</b></p> <ul style="list-style-type: none"> <li>▪ Roleplay #4 &amp; debrief</li> </ul>   | <p>Due: 1st Kaizen report</p> <p>Read: <i>Negotiation Genius</i>, Chapter 2</p> <p>Optional: <i>Getting More</i>, Chapter 4</p>   |
| <p><b>20 September</b></p>                 | <p><b>Leverage, adversarial and collaborative</b></p> <ul style="list-style-type: none"> <li>▪ Debrief Roleplay #4, continued</li> <li>▪ Kinds of leverage, when and how to play your cards.</li> <li>▪ Getting to Yes takeaways &amp; discussion</li> </ul>  | <p>Read: Skim through the rest of <i>Getting to Yes</i>, read what interests you. Especially the “Questions People Ask” final section.</p> <p>Read: <i>Negotiation Genius</i>, Chapter 3</p> <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>no quizlet</p> |


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| <p><b>24 September<br/>(Monday 10pm)</b></p> | <p>Post Email Roleplay results</p>  | <p>Due by 10pm: Post your results for Roleplay #5.<br/>Please print out your transcript (no need to post). We will use it during class – mostly on Thursday.</p>   |
| <p><b>25 September</b></p>                   | <p><b>Collaborative negotiations: framing for problem-solving</b></p> <ul style="list-style-type: none"> <li>▪ Debrief Email Roleplay #5 outcomes</li> <li>▪ Communication channels</li> <li>▪ <i>Getting to Yes</i> takeaways &amp; discussion</li> <li>▪ Explain 2nd Reflection Essay “Interview Someone”</li> </ul>                                    | <p>Due: be ready to discuss <i>Getting to Yes</i>, and the first 2 chapters of <i>Negotiation Genius</i>.</p>  |
| <p><b>27 September</b></p>                   | <p><b>Interests: Understanding their world</b></p> <ul style="list-style-type: none"> <li>▪ Getting into their head and heart: Acknowledging, observing, listening</li> <li>▪ Asking effective questions</li> <li>▪ Transcript analysis</li> <li>▪ Hand out Roleplay #6 – post your preparation doc the evening before our next Tuesday class.</li> </ul> | <p>Optional: <i>Bargaining for Advantage</i>, Chapter 3 on Standards &amp; Norms.<br/>Optional: <i>Getting More</i>, Chapter 5, 6 on information and preparation<br/>Optional: Wharton podcast – Prof. Schweitzer interview.<br/><a href="http://knowledge.wharton.upenn.edu/article/ruth-or-lies-how-a-question-is-phrased-makes-a-big-difference/">http://knowledge.wharton.upenn.edu/article/ruth-or-lies-how-a-question-is-phrased-makes-a-big-difference/</a><br/>Quizlet 3</p> |
| <p><b>1 October<br/>(Monday 10pm)</b></p>    | <p>Post Roleplay #6 Preparation doc</p>   | <p>Due by 10pm: post your preparation pages for Roleplay #6. If you are part of a team, you should both post to Canvas, even if it is the same doc.</p>  |
| <p><b>2 October</b></p>                      | <p><b>Roleplay #6</b></p> <ul style="list-style-type: none"> <li>▪ Roleplay #6 and initial debrief</li> </ul>   | <p>Optional: <i>Getting More</i>, Chapter 8<br/>Optional: <i>Bargaining for Advantage</i>, Chapter 5, 8.<br/>Make sure you have lined up your Reflection Essay interview.</p>  |
| <p><b>4 October</b></p>                      | <p><b>FALL BREAK!</b></p>   |    |

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| <p><b>9 October</b></p>                   | <p><b>Information: the currency of negotiation</b></p> <ul style="list-style-type: none"> <li>▪ Debrief Roleplay #6</li> <li>▪ Norms &amp; Standards based negotiations</li> <li>▪ Information = the currency of negotiation (use of standards, revealing, sharing, evaluating, framing, etc.)</li> </ul>                        | <p>See Optional readings for Oct 2<sup>nd</sup>.</p>   |
| <p><b>11 October</b></p>                  | <p><b>Job negotiations</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 #7—one email needs to be sent before Thursday’s class.</li> </ul> | <p>Due: 2nd Kaizen Report</p> <p>Read: <i>Negotiation Genius</i>, Chapters 11, 13</p> <p><a href="#">Quizlet 4</a></p>   |
| <p><b>15 October (Monday noon)</b></p>    | <ul style="list-style-type: none"> <li>▪ Employer role for Roleplay #7: Send a job offer email to your partner. Candidate response is optional.</li> </ul>   | <p>Email your partner by Monday <b>noon</b>.</p>   |
| <p><b>16 October</b></p>                  | <p><b>Job negotiations roleplay</b></p> <ul style="list-style-type: none"> <li>▪ Roleplay #7 &amp; debrief</li> <li>▪ Further questions and discoveries about job negotiations</li> </ul>  | <p>Check out the Canvas “Links” page for some of the better job negotiation webpages. (There are thousands – browse around and let us know if you find something valuable.)</p>  |
| <p><b>17 October (Wednesday 10pm)</b></p> | <p>2nd Reflection Essay “Interview Someone due.</p> <ul style="list-style-type: none"> <li>▪ Full instructions on Canvas.</li> </ul>   | <p>Due by 10pm: 2nd Reflection Essay</p>   |
| <p><b>18 October</b></p>                  | <p><b>Plays &amp; Liars...</b></p> <ul style="list-style-type: none"> <li>▪ Explain Video – 3rd Reflection Essay</li> <li>▪ Recognizing and finessing lies and other plays</li> <li>▪ Hand out Roleplay #8<br/>Prepare with your partner and post prep sheet before the Tuesday class.</li> </ul>                                | <p>Read: <i>Negotiation Genius</i>, Chapter 9.</p> <p>Optional: “Negotiating with Liars” by Adler</p> <p>Optional: Watch “25 Most Difficult Negotiation Tactics” with William McCormick.<br/><a href="https://www.youtube.com/watch?v=wl-p2eDVj4k">https://www.youtube.com/watch?v=wl-p2eDVj4k</a></p> |

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| <p><b>22 October (Monday 10pm)</b></p> | <p>Roleplay #8 Preparation doc</p>   | <p>Due by 10pm. Each team member should post to Canvas, even if it is the same doc.</p>  |
| <p><b>23 October</b></p>               | <p><b>Public negotiations</b></p> <ul style="list-style-type: none"> <li>▪ Review Real World Essay assignment</li> <li>▪ The politics of negotiation</li> <li>▪ Start Roleplay #8</li> </ul>   | <p>Due by class time: 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="https://www.beyondintractability.org/artsum/mccarthy-role">https://www.beyondintractability.org/artsum/mccarthy-role</a></p>   |
| <p><b>25 October</b></p>               | <p><b>Labor negotiations, multi-issue</b></p> <ul style="list-style-type: none"> <li>▪ Continue Roleplay #8, debrief</li> <li>▪ Strategies for handling multiple issues</li> </ul>   | <p>Due: 3rd Kaizen Report</p> <p><a href="#">Quizlet 5</a></p>   |
| <p><b>30 October</b></p>               | <p><b>Agreements &amp; Commitment</b></p> <ul style="list-style-type: none"> <li>▪ Negotiation life cycle</li> <li>▪ Building towards commitment, crafting solid agreements, contracts.</li> </ul> <p><b>Agents: employing agents, serving as an agent.</b></p> <ul style="list-style-type: none"> <li>▪ Working with an agent, serving as an agent</li> <li>▪ Fiduciary obligation</li> </ul> | <p>Due: Post your Real World topic on the Google Doc.</p> <p>Read: "When you shouldn't go it alone", by Susskind</p> <p>Optional: Here's how to negotiate when buying a home. (Spoiler alert: It's not like on HGTV.)</p> <p><a href="http://www.chicagotribune.com/classified/real-estate/ct-re-0211-buyer-negotiation-20180117-story.html#">http://www.chicagotribune.com/classified/real-estate/ct-re-0211-buyer-negotiation-20180117-story.html#</a></p> |
| <p><b>1 November</b></p>               | <p><b>Conflict: High-emotion negotiations</b></p> <ul style="list-style-type: none"> <li>▪ The negotiation life cycle</li> <li>▪ 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>Read <i>Negotiation Genius</i>, Chapter 12.</p> <p>Optional: <i>Getting More</i>, Chapter 10 on emotions</p> <p><a href="#">Quizlet 6</a></p>   |

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| <p><b>6 November</b></p>                           | <p><b>Mediation</b></p> <ul style="list-style-type: none"> <li>▪ 2-person mediation process overview</li> <li>▪ Mediation Roleplay #9 (mediation) &amp; debrief</li> <li>▪ Hand out Roleplay #9 (mediation) to read before next class.</li> </ul>            |   |
| <p><b>7 November<br/>(Wednesday<br/>10pm)</b></p>  | <p>Video &amp; 3rd Reflection Essay due</p>  | <p>Due: Video AND 3rd Reflection Essay<br/><b>** Post separately—your video to “Video” and your essay to “Essay” Otherwise I can’t download efficiently from Canvas..</b></p>   |
| <p><b>8 November</b></p>                           | <p><b>Mediation</b></p> <ul style="list-style-type: none"> <li>▪ Mediation Roleplay #10 and debrief</li> </ul>   | <p>Quizlet 7</p>  |
| <p><b>13 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>▪ Dealing with unethical behavior, reducing temptation, reducing risk.</li> <li>▪ Handout Team Roleplay #11 (</li> </ul> | <p>Due: 4th Kaizen Report<br/>Read: <i>Negotiation Genius</i>, Chapter 10<br/>Listen or read:<br/><a href="http://knowledge.wharton.upenn.edu/article/when-lying-is-ethical/">http://knowledge.wharton.upenn.edu/article/when-lying-is-ethical/</a> and<br/><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><br/>Optional: <i>Bargaining for Advantage</i>, Chapter 11</p> |
| <p><b>14 November<br/>(Wednesday<br/>10pm)</b></p> | <p>Roleplay #11 Preparation doc</p>  | <p>Due by 10pm. Again, each person should post to Canvas, even if it is the same doc.</p>   |
| <p><b>15 November</b></p>                          | <p><b>Team negotiations, structuring the negotiation – agendas</b></p> <ul style="list-style-type: none"> <li>▪ Agendas, teamwork</li> <li>▪ Start Roleplay #11</li> </ul>   | <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).<br/>Optional: “Complex Negotiations” by Watkins. It is beyond the scope of this class but more actionable than the 3D article. “<br/>Quizlet 8</p>  |



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| <p><b>20 November</b></p>                             | <p><b>Team negotiations</b></p> <ul style="list-style-type: none"> <li>Finish Roleplay #11 &amp; debrief</li> </ul>   |  |
| <p><b>22 November</b></p>                             | <p><b>THANKSGIVING</b></p>  |  <p>Have fun splitting the pie!</p>  |
| <p><b>27 November</b></p>                             | <p><b>Complex negotiations</b></p> <ul style="list-style-type: none"> <li>Sequencing, alliances &amp; coalitions</li> <li>Hand out public info for Roleplay #12 to *read thoroughly* before the next class</li> </ul>   | <p>Skim through one of these: (Often useful for your Real World Essay, as well.)</p> <p>“Making the Most of Multiparty Negotiations” by Susskind<br/> <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>28 November</b><br/><b>(Wednesday 10pm)</b></p> | <p>Real World Analysis DRAFT due</p> <ul style="list-style-type: none"> <li>The draft needs to be the full essay, NOT an outline!</li> </ul>  | <p>Due by 10pm.</p> <p>Post to Canvas AND email it to your Swap Partner.</p>   |
| <p><b>29 November</b></p>                             | <p><b>Multiparty negotiations</b></p> <ul style="list-style-type: none"> <li>Roleplay #12</li> <li>Prep time with own side</li> <li>First rounds of negotiations.</li> </ul>  | <p>Due: Read the background info for Roleplay #12 thoroughly. You’ll be assigned a role in class.</p> <p><a href="#">Quizlet 9</a></p>   |
| <p><b>1 December</b><br/><b>(Monday 10pm)</b></p>     | <p>Essay Swap comments due</p>  | <p>Due by 10pm Monday: Essay Swap comments.</p> <p>Email them to your partner, and post on Canvas. Help your partner out by sending them on time.</p>  |
| <p><b>2 December</b></p>                              | <p><b>Multiparty negotiations</b></p> <ul style="list-style-type: none"> <li>Roleplay #12 continued &amp; debrief</li> <li>Course evaluations</li> </ul>  | <p>Skim: Ertel on Corporate Capability.</p>  |
| <p><b>3 December</b><br/><b>(Wednesday noon)</b></p>  | <p><b>Online peer evaluation</b></p> <ul style="list-style-type: none"> <li>You’ll need a good bit of review time set aside to give your classmates the considered assessment they (and you) deserve.</li> <li>Look over the google.doc roleplay results. Your debrief sheets. The class photos.</li> </ul> | <p>Due by noon: Complete the online peer evaluation.</p> <p>*Please* don’t be late! I need to collate the complete data set before Thursday’s class.</p>   |

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| <p><b>4 December</b></p>               | <p><b>Last Class – the larger picture</b></p> <ul style="list-style-type: none"> <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>Optional: fill out the self-evaluation grid &amp; questions</p> <p>Strongly requested: Fill out the unofficial course evaluation.</p>   |
| <p><b>5 December (Friday 5pm)</b></p>  | <p>Real World Analysis Essay Final</p>   | <p>Due Friday, 5pm.</p>   |
| <p><b>10 December (Monday 5pm)</b></p> | <ul style="list-style-type: none"> <li>▪ 5th Kaizen Report</li> <li>▪ All other extra or make-up work due.</li> </ul>  | <p>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 November 29.</p> <p>Make up work, guest lecture reports, etc. are also due by 5pm on this day.</p> |