

UNIVERSITY OF PENNSYLVANIA
THE WHARTON SCHOOL
DEPARTMENT OF LEGAL STUDIES & BUSINESS ETHICS

PROFESSOR EDWARD J. BERGMAN

NEGOTIATION AND DISPUTE RESOLUTION
LGST 206-409 SYLLABUS
2020 FALL TERM

Class: Thursdays 3:00 p.m. - 6:00 p.m.
Online ZOOM SESSIONS

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Required Reading: Fisher, et al., Getting to Yes, revised ed.,
Penguin (2011)

Shell, Bargaining for Advantage, 3d ed.,
Penguin (2018)

Course Pack

OVERVIEW

This course will be primarily conducted in three hour blocks from 3:00pm - 6:00pm Eastern Standard Time (EST) on Thursdays commencing September 3rd. with the exception of Thanksgiving week when the class

will be held on Tuesday, November 24, 2020. Students in time zones that require flexibility in scheduling can view a recording of each Zoom Session after they have completed all negotiations or other assignments due prior to that Zoom Session. (See Students Participating Asynchronously)

Beginning at 3:00pm, students will be asked to complete negotiation simulations, with assigned partners, that are the heart of the course. Because these negotiations (and other tasks you may be assigned between classes) require varying amounts of time, the Zoom portion of each Class will start at the time specific listed in the Syllabus for each class. While it is preferable that assigned negotiations be conducted in the period from 3pm until the time listed for each Zoom Session (so that the experience is fresh in your mind) students assigned to negotiate together have the option to negotiate at any mutually convenient time before the Zoom Session. Ordinarily, negotiations just completed will be debriefed in the Zoom Session that follows.

You may also be assigned to view videos, or read materials, prior to a Zoom Session for discussion during the next Session.

STUDENTS PARTICIPATING ASYNCHRONOUSLY

Some of you will be located in time zones that require flexibility in scheduling. You will be able to view a recording of each Zoom Session at convenient times. Prior to viewing the recording you must complete all videoed readings, negotiations, results sheets and any other pre-Class submissions.

Because you will not be online during the Zoom Session you will also be required to (1) participate in breakout sessions with assigned partners and

(2) in lieu of participation in Q & A you will participate actively in the Discussion Board to be provided for you on Canvas.

In addition to Zoom Sessions with the entire class, four groups of approximately twelve students will each participate in two Small Zoom Sessions of approximately 45 minutes in length, at days and times you select, on a sheet to be supplied by my TA, Emily Liao. In those sessions you will have an opportunity to discuss negotiation topics of interest not fully covered in the regular Zoom Sessions. These are essentially group office hours.

Assigned Readings are listed under the entry in the Syllabus for each numbered class . They should be read prior to the next Zoom Session unless specified to the contrary . Readings contained in the Course Pack are available on CANVAS.

In addition, two books which are required readings have been set aside under this Course number and my name in the Penn Bookstore. (See titles on page 1 above.)

Finally, under the entry for each numbered class is a section for Summaries due before the next class for each negotiation that has been completed and debriefed. (See additional information regarding content of Summaries on page 4 & 5, under Class Participation.)

TEACHING ASSISTANT - EMILY LIAO

emliao@wharton.upenn.edu

Emily will be responsible for attendance, negotiation pairings and written submissions. Any questions regarding those topics or any scheduling issues, should be presented to Emily via e-mail.

All short written assignments (i.e. Negotiation summaries) shall be uploaded onto Canvas. Negotiation results are to be submitted in accordance with instructions you receive from iDecisionGames.com. *Your Mid-Term Examinations and Final Projects shall be e-mailed to me with a copy to Emily.*

For this online course with approximately 48 students, Emily's responsibilities are substantial. Please do not inundate her with questions that can be answered by reading the Syllabus thoroughly or checking with classmates.

If you are experiencing significant health problems, whether physical or emotional, you should contact me directly by e-mail.

ABSENCES and ZOOM RECORDINGS

You are expected to participate in all Zoom Sessions at the time they are initially presented and to submit all required assignments at the scheduled times. Absences should only occur in the event of illness or emergencies. If you are going to be absent it is imperative that you advise Emily as soon as possible. Absences may impact your assigned negotiation pairing and/or other student pairings that will require changes. After an absence, you will view the Zoom Session recording and complete all assignments for before and after that session.

COURSE PACK READINGS and VIDEO CLIPS

The Course Pack contains many of the substantive readings (mandatory and optional) for the course and may be viewed through study.Net within

the Canvas site. You can click on the [study.Net](#) tab on the course navigation menu to see and/or download the full list of materials.

Videos that are shared on YouTube are directly linked on the Canvas site.

For book chapters, articles and videos that are not in [study.Net](#) or public access, the materials will be added to the "Course Materials @ Penn Libraries" link on the course navigation menu.

NEGOTIATION GAMES

All Negotiation Games and Result Sheets will be distributed through [iDecisionGame.com](#). A \$15 charge will be added to your Bursars bill for use of [iDecisionGames.com](#) along with a charge for the use of games by the copyright holders.

GRADING AND COURSE REQUIREMENTS

1. Class Participation (20%)

You are required to complete all readings and negotiations and to submit all required summaries and negotiation memos, results sheets and other assignments in a timely manner. You are also encouraged to participate in Q & A sessions. While none of these items are individually graded, this portion of your final grade is an assessment of your total performance in all of the above categories.

A Summary consists of a typed, double spaced , one and one half page commentary on the most important aspects of each negotiation for you personally. These are not play-by-play descriptions of the negotiation.

They are reflections on your experience, e.g. what you and your partner did well or poorly what aspects posed problems for you, and how you reacted. No specific format is required.

2. Mid-Term Examination (30%)

At the end of Class 5 a Mid-Term Examination will be distributed, for completion before Class 7. This is an open book Exam with two weeks allotted for completion. No extensions can be granted as an extension would provide unfair advantages to a student receiving one. Budget your time wisely to avoid unforeseen obstacles.

3. Initial Objectives and Actual Achievements (10%)

A Comparison of Your Initial Objectives in taking this course and Your Actual Achievements, or lack thereof.

At the beginning of Class 2 you will submit a brief description of your expectations and aspirations for this course (in 350 words or less). At the beginning of Class 14 you will submit a paper comparing your initial objectives with your actual accomplishments (or lack thereof) with specific references to what aspects of the course, both in terms of substance and the use of particular teaching materials, (e.g., negotiations, class discussions, interactions with classmates, readings, film clips, instructional videos) proved instrumental in enhancing your negotiation skills and expertise. Describe the ways in which things you have learned about yourself as a person and a negotiator (strengths and weaknesses) have changed or influenced your approach to negotiation in general, and to particular negotiation situations, (e.g. characteristics of the other parties, relationships, the stakes, the subject matter or the potential for mutual

gain. This paper is not to exceed 1,250 words, inclusive of your initial submission.

4. Final Project (40%)

Teams of four students (in rare cases permission will be granted for five person teams) may write research papers on a complex, high-profile negotiation, or on a theoretical topic in negotiation. Such papers should be approximately 5,000 words long (exclusive of bibliography and/or exhibits), typed, double-spaced and on one side of the page.

Alternatively, your team may devise a multi-party negotiation game with role sheets and Teacher's Notes (incorporating specific applications of the negotiation literature to those negotiation concepts the game is designed to illuminate), and a section detailing the results of a number of runnings of the game. Negotiation game projects have no specific word requirements but authors are required to exercise judgment, consistent with the knowledge that a game is intended to be used as a teaching tool and must be practical and accessible. The Teacher's Notes are the core of such projects and should be sufficiently clear and comprehensive to provide a blueprint for teaching of the relevant topics. This blueprint should include significant discussion of readings applicable to analysis of the negotiation topics on which your game is focused, including assigned readings and those discovered in researching your project.

NOTE: READINGS, SUMMARIES & NEGOTIATION ASSIGNMENTS LISTED UNDER A CLASS NUMBER AND DATE ARE ASSIGNMENTS DUE FOR THE NEXT CLASS UNLESS SPECIFIED TO THE CONTRARY.

CLASS 1: September 3, 2020

Zoom Session begins at 3:00pm

Introduction to Negotiation / Course Overview

Before Class: Students download and review Syllabus from CANVAS;
Students download, sign and return Non-Disclosure Form
via CANVAS

In Class: Class Welcome
Introductions

Introduction to Negotiation

(2) Power Points Who Negotiates
Child's Play

Movie clip "Just Go With It,"

directed by Dennis Dugan(2011)

(3) Power Points What do we negotiate
Why do we negotiate
Interdependence

Movie clip "Defending Your Life,"

directed by Albert Brooks (1991)

(1) Power Point Discussion of "Anxiety"

Movie clip "Take the Money and Run,"

directed by Woody Allen (1969)

(1) Power Points Discussion of "Communication"

Movie clip "Wall Street,"

directed by Oliver Stone (1987)

(2) Power Points Discussion of "Information"

Movie clip "Be Cool,"

directed by Gary Gray (2005)

(1) Power Point Discussion of "Perception"

Movie clip "The Devil's Advocate,"

directed by Taylor Hackford (1997)

(1) Power Point Discussion of "Preparation"

(3) Power Points Discussion of "Probing"

(1) Power Point Discussion of "Active Listening"

(1) Power Point Negotiation Fundamentals

Q & A re Syllabus

BREAK (10 minutes)

Review Syllabus

1. Time Zone Issues
2. Small Zoom Sessions
3. Readings
4. Grading (Class Participation/ Mid-Term/ FinalProjects)
5. Summaries
6. Goals & Limits of Negotiation Studies
7. Role Buy-In
8. Negotiations / Not a Race
9. Outcomes not graded
10. "Best Negotiator You Can Be"

Polling Question:

"I think a negotiation is successful if...."

Negotiate "Used Car Negotiation"

Read and Submit Pair Results Sheet (20 minutes)

Debrief with

(3) Power Points

Discussion of

"Distributive Bargaining"

Discussion of Polling Question

Q & A

Readings

for Sept 10:

Bergman, "Why Do Whartonites Love Negotiation Studies?..." (Course Pack);

Lewicki, "Strategy & Tactics of Distributive Bargaining" (Course Pack);

Korobkin & Guthrie, "Opening Offers and Out-of-Court Settlement" (Course Pack);

Shell, Chapter 8, Step 2 "Exchanging Information;" and Chapter 9, Step 3 "Opening & Making Concessions;"

Bazerman, "Framing Negotiations," (Course Pack)

Negotiation

Assignment

for Sept 10:

Answer and submit "Parker-Gibson" Pre-Negotiation Questionnaire; Negotiate Parker v. Gibson; Submit results with pre and post negotiation questionnaires.

Summary

due Sept 10:

The Used Car Negotiation

CLASS 2: September 10, 2020

Zoom Session begins at 4:00pm

DISTRIBUTIVE BARGAINING

Before Class: Submit Goals and Aspirations Paper;
Hand out Parker v Gibson Roles;
Read roles, answer Pre-Negotiation
Questionnaire (15 minutes);
Negotiate Parker v Gibson (35 minutes)
Submit Pair Results Sheets with pre-negotiation and
post negotiation Questionnaire (10 minutes)

In Class: **Debrief Parker v Gibson:**
Student examples of results;
Discussion of Distributive Bargaining

(2) Power Points	Distributive Bargaining
(1) Power Point	Parker v Gibson analysis
(3) Power Points	DB Objectives
(1) Power Point	How to Achieve Objectives
(1) Power Point	Managing Impressions

Movie clip "Intolerable Cruelty"

directed by Coen Brothers (2003)

Polling Question: "I like to make the first offer in a
negotiation because..."

Discussion of "Opening Offers"

Student examples of Parker v Gibson Openings

(4) Power Points	Opening Offers
(2) Power Points	Discussion of "Concessions"
(1) Power Point	Discussion of the "Information Exchange"
(1) Power Point	Discussion of "Rapport Building" (DeCallieres "Good Cheer")

**Readings
for Sept 17:**

Shell, Chapter 12, "Ethics: Bargaining With The Devil Without Losing Your Soul;"
Shell, Ch. 3, "The Third Foundation: Authoritative Standards and Norms" (optional);
Malhotra & Bazerman, Negotiation Genius, Bantam Books (2007), Chapter 9 "Confronting Lies and Deception" pp. 196-218 (Course Pack);
Lax & Sebenius, "Agents & Ratification," (Course Pack);
Shell, "Should you Use an Agent," pp. 111-112
Begin reading Fisher, Ury & Patton, Getting to Yes, for discussion in Class 4.

**Negotiation
Assignment
for Sept 17:**

Negotiate Book Contract and Knight-Excalibur;
Submit Result Sheets for both Negotiations before
Class 3

**Summary
due on Sept 17:**

Parker v Gibson

CLASS 3: September 17, 2020

Zoom Session begins at 5:00pm

AGENCY; CONCERNING TRUTHFULNESS IN NEGOTIATIONS

Before Class: Negotiate Book Contract (45 minutes);
and Knight Excalibur (75 minutes);
Submit Pair Result Sheets for both Negotiations;
Handout Job Negotiation roles.

In Class: **Debrief Book Contract**
(3) Power Points Discussion of "Agency"

Polling Question: "Willingness to Lie or Mislead"

Debrief Knight Excalibur

(1) Power Point Discussion of differences from
prior games

(8) Power Points Discussion of "Lying" from
ethical, legal and
practical standpoints; dealing with lies

Return to Polling Question

Q & A

Movie clip "Other People's Money,"

directed by Norman Jewison (1991)
(3:04 minutes)

Movie clip "The Middleman"

(3:29 minutes) Lying and Culture

YouTube Video by Dan Ariely

“The Truth About Dishonesty;”
(28:46 minutes) (If time permits)

Readings

for Sept 24:

Complete reading of Fisher, Ury & Patton, Getting to Yes, pp. 3-95;
Shell, Ch. 4, “Relationships”
Lewicki, “Strategy & Tactics of Integrative Negotiation” (Course Pack);
Sheppard, “Negotiating in Long-Term Mutual Interdependent Relationships Among Relative Equals” (Course Pack);
(Optional) Davis, “Mary Parker Follett” (Course Pack)

**Negotiation
Assignment**

for Sept 24:

Negotiated Development in Redstone
All Angelas and all Hammonds meet in breakout rooms to discuss strategies prior to Negotiation in pairs.
Negotiate Redstone before Class 4;
Submit Result Sheets for Redstone;
Arrange for video recording of Job Negotiation.

Summaries

due Sept 24:

Book Contract
Knight Excalibur

CLASS 4: September 24, 2020

Zoom Session begins at 4:30pm

INTRODUCTION TO INTEGRATIVE BARGAINING / INTEREST-BASED NEGOTIATION/ GETTING TO YES/ RELATIONSHIPS

Before Class: Handout and Negotiate Negotiated Development in Redstone before Class 4 (45 minutes);
Before this Negotiation, form groups of 3-4 Angelas and 3-4 Hammonds to meet and discuss strategies (15 minutes);
Submit Pair Result Sheets;
Handout Job Negotiation roles.

In Class: **Debrief "Redstone"**
Discuss Results with highest potential scores

- (1) Power Point Redstone Analysis
- (2) Power Points Issues-Positions-Interests

YouTube video "The Importance of Why"
May 28, 2016 (3:32 minutes)

- (1) Power Point Discuss Scorable games
- (1) Power Point Reasons for No Agreement
- (1) Power Point Integrative Bargaining
- (2) Power Points Integrative Potential
- (3) Power Points Getting to Yes
- (1) Power Point Creating and Claiming Value

YouTube Video, "The Pursuit of Value,"
October 11, 2010 (8:11 minutes)

Polling Question: "Winning for me means ..."

Q & A

(1) Power Point Mary Parker Follett

(1) Power Point Relationships

Readings

for Oct 1:

Lax & Sebenius, "Interests: The Measure of Negotiation,"
(Course Pack);

Shell, Ch. 5, "The Fifth Foundation: The Other Party's
Interests;"

Lax & Sebenius, "Creating and Claiming Value"
(Course Pack)

**Negotiation
Assignment**

for Oct 1:

Work on arranging and conducting Job Negotiation
videos (see below)

Summary

due on Oct 1: Negotiated Development in Redstone

⌘ Negotiation Assignment:

Video record your Job Negotiation. Recordings should not exceed ½ hour and at the beginning of the recording, you must state your full names, the name of your professor and the course number. Be certain your framing contains both parties' full face and that the sound level is adequate. If you plan to use a group study room, you are responsible for reserving it online. The video recording must be completed before Class 5.

For instructions on recording your negotiation for online turn-in through Canvas, either directly by webcam or by uploading a separately-recorded video file, see the Canvas Student Guide: <http://guides.instructure.com/s/2204/m/4212/l/54356-how-do-i-add-media-to-my-assignment>

AFTER your video is uploaded to Canvas you must review your video recording with your partner and two other videos (can be viewed alone) and write a journal entry about what you observe about your own and others' styles. (See Class 5 Summaries)

CLASS 5: October 1, 2020

Zoom Session begins 4:30pm

"JOB NEGOTIATION," "INTERESTS & TRADEOFFS"

Before Class: Record and submit Job Negotiation video by 3:00pm
Sept. 29, 2020;
Submit Job Negotiation Pair Result Sheets;
(MT) Handout Mid-Term Examination (MT)

In Class: **View student Job Negotiation video**
Debrief Job Negotiation
(2) Power Points Discuss of Issues and Interests in
Job Negotiation
(1) Power Point Types of Interests
(1) Power Point Salary v Bonus
(1) Power Point Packaging
(1) Power Point Tradeoffs
(1) Power Point Expanding the Pie

YouTube Video "Expanding the Pie"
July 3, 2017 (5:15 minutes)

(2) Power Point Things to Ask For
(1) Power Point Prioritization and Valuation of Interests

Breakouts with Job Negotiation Partners

Polling Question

"What Would I Do Differently Now?"
Submit individual answers

Q & A

Readings

for Oct 8:

Shell, Ch. 1, "The First Foundation: Your Bargaining Styles" and Ch. 7, Step 1 "Preparing Your Strategy;"
Gilkey & Greenalgh, "The Role of Personality in Successful Negotiating" (Course Pack);
Roberts & Palmer, Ch. 5, "Negotiations" pp. 133-142 (Course Pack);

**Negotiation
Assignment**

for Oct 8:

View Prof. Gerald Williams video "Aggressive v. Cooperative Bargaining;" plot yourself on Thomas-Kilmann Conflict Mode Instrument

Summary

due on Oct 8:

Job Negotiation (View and compare your video with two others on CANVAS) 2-3 page summary

CLASS 6: October 8, 2020

Zoom Session begins at 4:00pm

PERSONALITY, STRATEGY AND NEGOTIATION

Before Class: View video by Prof. Gerald Williams
"Aggressive v Cooperative Bargaining" (40 minutes)

Plot yourself on the Matrix of the Thomas-Kilmann
Conflict Mode Instrument (20 minutes)

In Class: Discussion of Personality & Strategy

(5) Power Points	Discussion of "Personality"
(5) Power Points	Discussion of "Thomas-Kilmann"
(6) Power Points	Discussion of "Shell Matrix" and "Best Strategies"
	Critical analysis of Thomas-Kilmann and Shell
(4) Power Points	Compatibility of Strategies and Styles

Discussion of Prof. Gerald Williams video

Q & A

BREAK-OUT SESSION in pairs:

How Do Our Negotiation Personalities Differ?
(15 minutes)

Discussion of Student Personality Differences

Readings

for Oct 15:

Shell, Ch. 2, "The Second Foundation:Your Goals & Expectations" and Ch. 6, "The Sixth Foundation: Leverage;"
Lewicki, "Finding and Using Negotiation Leverage" (Course Pack);
"Monica Lewinsky, Career Woman" (Course Pack);

Negotiation Assignment

for Oct 15:

Negotiate Sally Soprano outside class before Class 7
Prepare a negotiation memo on Sally Soprano for Class 7
outlining your interests, the other's interests, potential
trade-offs, options, BATNA's and resistance points

CLASS 7: October 15, 2020

Zoom Session begins at 5:00pm

(MT) MID TERM EXAM DUE PRIOR TO CLASS 7 (MT)

MAXIMIZING THE TOTALITY OF INTERESTS; POWER AND LEVERAGE

Before Class: Submit Mid-Term Examination;
Handout and negotiate Sally Soprano before Class 7;
Submit individual negotiation memo outlining your interests, the other's interests, potential tradeoffs, BATNA's and resistance points. Submit Pair Result Sheets.
(90 minutes)

Watch movie clip "Gandhi"

directed by Richard Attenborough (1982)
From 1:53:00 to 2:20:49 (37 minutes)

In Class: **Debrief Sally Soprano**
with discussion of Maximizing the Totality of Interests;
Select Student Presentation of Results;
Handout sample agreements and perks;
Class result versus possible results

(2) Power Point Discuss Maximizing the Totality of Interests

Debrief "Gandhi" movie clip:

Discuss Power and Leverage in Negotiation

(4) Power Points Sources of Power

(4) Power Points MLK

Movie clip "Norma Rae"

directed by Martin Ritt (1979)

(2) Power Points Discuss Leverage

TV clip "30 Rock"

TV Prod Code 515 (2011)

(1) Power Point Discuss Perception & Power
(1) Power Point Discuss Power & Restraint
(2) Power Points "Getting to Yes" and Power
(1) Power Point Interest & Leverage
(2) Power Points Relationships & Leverage
(2) Power Points Real World Considerations

Readings

for Oct 22:

Brandenburger & Nalebuff, "Co-Opetition"
(Course Pack);
Andrews, "Regarding Customers as Business
Collaborators" (Course Pack)

**Negotiation
Assignment**

for Oct 22:

Prepare and evaluate interests and positions in
Game Theory individually with *independent research*
to support your analysis beyond the materials
distributed and submit a negotiation memo before
Class 8. (60 minutes)
Negotiate Game Theory (60 minutes)

Summary

due Oct 22:

Sally Soprano

CLASS 8: October 22, 2020

Zoom Session begins at 4:30pm

CO-OPETITION/ MULTI-PARTY NEGOTIATION;
PUBLIC POLICY NEGOTIATION

Before Class: Handout Game Theory Roles and Essay for Negotiation before Class 8; Submit individual negotiation memo and group "White Paper" before Class 8 with *independent research* on the subject matter of the essay (90 minutes);

In Class: (4) Power Points Debrief Game Theory

Student examples of results and processes

15 minute BREAKOUT session

for two combined Game Theory group discussions of White Paper differences

Q & A

Discuss utility of negotiation memos

(6) Power Points Discuss Co-opetition

**Readings
for Oct 29:**

Bergman, "Wrangling to the Rhythm" (Course Pack);
Gray, "Collaboration: The Constructive Management of Differences" (Course Pack);
Lewicki, "Multi-Party Negotiation" (Course Pack)

**Negotiation
Assignment
for Oct 29:**

Read Towers Market role materials individually before your negotiations;
Discuss the issues with individual members of your negotiating group but not more than one person at a time;
No discussions with members of other groups are permitted;
Negotiate Towers Market before Class 9 and submit results.

**Summary
due Oct 29:**

Game Theory

CLASS 9: October 29, 2020

Zoom Session begins at 4:30pm

MULTI-PARTY NEGOTIATION / COLLABORATION

Before Class: Handout and negotiate Towers Market and submit group results sheets before Class 9. (90 minutes)

In Class: Debrief Towers Market;
Student examples of group results and descriptions of their processes

(3) Power Points Discuss Multi-Party Negotiations

Video clip on "Multi-Party Negotiation" (tbd)

(1) Power Point Discuss Collaboration

Q & A

**Readings
for Nov 5:** "Difficult Conversations" package

**Negotiation
Assignment
for Nov 5:** Review "Difficult Conversations" package individually and complete role-play in groups of three before Class 10 (90 minutes)

**Summary
due on Nov 5:** Towers Market

CLASS 10: November 5, 2020

Zoom Session begins at 4:30pm

(FP) Final Project Topics and Teams Due (FP)

DIFFICULT CONVERSATIONS

Before Class: Handout "Difficult Conversations" package; review package individually and complete role-play in groups of three before Class 10. Submit role player Pair Results Sheet. Student examples of role-play results. (90 minutes)

In Class: Breakout into three (3) person role-play groups; Observer provides Feedback shares with role players and submits Feedback sheet. (20 minutes); Role-players review and react and share reactions with Observer and submit a reaction sheet. (20 minutes)

Break (10 minutes)

(7) Power Points Discuss Difficult Conversations
(20 minutes)

Video, "Difficult Conversations with Fred Kofman"
Film Archer (8:59 minutes)

Q & A
(10 minutes)

Reading

for Nov 12: Menkel-Meadow, "Teaching About Gender and Negotiation (Course Pack);
"Her Place at the Table" (Course Pack);
C. Moore, "Variables that Influence Mediation Strategies & Activities" (Course Pack)
Katie Shonk, Women Negotiators and Barriers to the Bargaining Table, 4/16/20 Conflict Resolution, Harvard PON
Hernandez & Avery, "Getting the Short end of the Stick: Racial Bias in Salary Negotiations," Sloan Management Review, June 15, 2016

Negotiation Assignment

for Nov 12: View YouTube video "Resolution Through Mediation" June 16, 2016 (28:44 minutes);
Hand out and Negotiate Santara in groups of three and submit Result Sheets before Class 11. (90 minutes)

Summary

due on Nov 12: N/A

CLASS 11: November 12, 2020

Zoom Session begins at 4:15pm

GENDER AND RACE IN NEGOTIATION:
EXPLICIT AND IMPLICIT BIAS;
INTRODUCTION TO MEDIATION

Before Class: View YouTube video "Resolution Through Mediation: Solving a Complex International Business Problem" June 16, 2016 (28:44 minutes); Handout and negotiate Santara in groups of three and submit Result Sheets before Class 11 (45 minutes)

In Class: **Introduction to Mediation**

YouTube Video, "What is Mediation?"

November 1, 2014 (3:20 minutes)

Debrief Santara with examples of student results

(5) Power Points Discuss the Mediation Process
(15 minutes)

(3) Power Points Discuss Mediator Roles
(15 minutes)

Convene student panel for discussion of bias, gender and race in negotiation. (75 minutes)

(10) Power Points

Readings

for Nov 19: Aaron, "Evaluation in Mediation," (Course Pack);
Bergman and Bickerman, Court-Annexed Mediation:
Perspectives on Selected State & Federal Programs,
"Introduction" (Course Pack)

Negotiation

Assignment

for Nov 19: Prepare individual negotiation memo and negotiate
Telepro with result sheets before Class 12.

Summary due

on Nov 19: Santara

CLASS 12: November 19, 2020

Zoom Session beings at 4:30pm

MANAGER AS MEDIATOR;
DISPUTE RESOLUTION PROCESSES

Before Class: Handout and negotiate Telepro before Class 13 (90 minutes); Submit individual negotiation memos and Group Result Sheets.

In Class: **Debrief Telepro**

Student examples of results and process issues

(7) Power Points Discuss Manager as Mediator

(3) Power Points Discuss Dispute Resolution
Processes

Polling Question: "As a Manager, I would"

Q & A

Readings
for Nov 24: Gibson, "Mediator Attitudes Towards Outcomes: A Philosophical View," (Course Pack, *Optional*)

Negotiation
Assignment
for Nov 24: Mediate Storyville Pulp & Paper;
Submit Result Sheets

Summary
due Nov 24: Telepro

CLASS 13: TUESDAY, November 24, 2020

Zoom Session begins at 4:30pm

MEDIATION

Before Class: Handout and mediate Storyville Pulp and Paper and submit Group Results Sheet before Class 13. (90 minutes)

In Class: **Debrief Storyville Pulp & Paper** with examples of student results; further perspectives on mediation - mediator's responsibility for outcomes; mediation styles

Q & A

Discussion of Final Projects in Progress

Readings
for Dec 3: Robert J. Janosik, "Rethinking the Culture-Negotiation Link" (Course Pack);
Thompson, The Mind and Heart of the Negotiator, 4th ed., Prentice Hall, Ch. 12, "Negotiating via Information Technology" (Course Pack).
Optional: Thompson, Ch. 10, "Cross-Cultural Negotiations"
(Course Pack) for those interested in the subject and who may wish to design their final projects within this topic area.

Summary
due Dec 3: Storyville Pulp and Paper

CLASS 14: December 3, 2020

Zoom Session begins at 4:30pm

**CULTURAL PERSPECTIVES ON NEGOTIATION/ THE IMPACT OF
INFORMATION TECHNOLOGY**

Before Class: Complete and submit paper comparing your initial objectives in taking this course with your actual achievement or lack thereof. (1250 words; include initial submission) (90 minutes)

In Class: (5) Power Points Discuss Culture & Negotiation

Movie clip "Story of Qiu Ju"

China; directed by Zhang Yimou (1992)

(4) Power Points Discuss Cultural Stereotypes and
Prototypes

**YouTube video "Cross Cultural Negotiations:
Avoiding the Pitfalls"**

(April 2008) (14:38 minutes)

(2) Power Points Cross Cultural Negotiations

(4) Power Points Discuss Negotiation and
Information Technology

Course Wrap Up

(FP) FINAL PAPERS DUE (FP)
ON OR BEFORE DECEMBER 17, 2020 @ 3:00PM
PLEASE SUBMIT BY E-MAIL TO: ejb@bergmanandbarrett.com