

DEPARTMENT OF LEGAL STUDIES AND BUSINESS ETHICS  
THE WHARTON SCHOOL, UNIVERSITY OF PENNSYLVANIA

LGST 806/MGMT 691/OIDD 691  
NEGOTIATION

PROFESSOR SARAH E. LIGHT

Spring 2021

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### I. INSTRUCTOR

Professor Sarah E. Light

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Office Phone: 215-573-0575

Office: 661 Huntsman Hall

Office Hours: Tuesdays 1:15-2:15pm, and by appointment (all via Zoom)

### II. CLASS MEETING TIMES AND LOCATION

Tuesdays 3-6pm EST

Location: Zoom/iDecisionGames platform

### III. COURSE OBJECTIVES & FORMAT

Negotiation is a constant feature of our daily lives – at home, at work, and in the marketplace. However, many of us spend little, if any, time considering what factors make us more – or less – effective in a negotiation. My primary objective in this course is to facilitate your becoming a more *knowledgeable*, *effective*, and *reflective* negotiator. Over the course of the semester, you will (1) learn some of your strengths and weaknesses as negotiators, (2) understand negotiation theory from the vantage point of various disciplines (law, psychology, and economics to name a few), and (3) put negotiation theory into practice. In this class, we will build an environment in which you will have the opportunity to experiment with different approaches, including interest-based bargaining and more competitive or “hard” bargaining. Overall, you will learn a toolkit of negotiation approaches and principles, use those approaches and principles to improve outcomes, and be reflective so that you are constantly seeking to improve your performance.

This class will consist of a mix of lecture, discussion, and interactive negotiation simulations. In the Spring of 2021, it will be conducted online via Zoom and an online platform called iDecisionGames.

#### IV. TEXT AND READINGS

- **Getting to Yes: Negotiating Agreement Without Giving In**, by Roger Fisher, Bill Ury & Bruce Patton, (3d ed. Penguin 2011) [“GTU”].
- **Bargaining for Advantage**, by G. Richard Shell (Penguin, 3d ed. 2018) [“Shell”].
- **Coursepack**: Available on Study.net [“Coursepack”].

#### V. CLASSROOM EXPECTATIONS

**Attendance and Preparation.** You and your classmates will get the most out of this class when everyone participates actively. In every class session throughout the term, you will be participating in a simulated negotiation exercise with at least one other student. If you fail to show up for a negotiation or the post-negotiation peer feedback/debrief, your absence will preclude not only your participation, but also that of your counterpart(s). The same applies to preparation. If you come to a negotiation unprepared, not only will you lose out, but your counterpart(s) will also lose out and you will not learn the lessons and skills that the simulation aims to teach. If you do not expect to be able to participate in every negotiation simulation, I urge you to reconsider whether this course is the right fit in your schedule this semester.

**Note for All Students Spring 2021:** The syllabus reflects certain dates on which you will be permitted to schedule the negotiation simulation with your counterpart(s) before class debriefing begins. On each of those dates, I have allotted a period of time at the start of class hours for these negotiations in order to facilitate scheduling, and expect that the vast majority of you will negotiate during that time. **However, I expect all students (both those who normally attend synchronously and those who normally attend asynchronously because of the pandemic) to attend Class 1, Class 2, Class 11, and Class 13 “live” (synchronously). Those simulations require active management. Failure to participate in any negotiation—including these “live” sessions—without an excused absence will trigger attendance penalties (see additional detail in attendance policy section below).**

**Attendance and Participation for Asynchronous Students:** On dates other than Classes 1, 2, 11, and 13, asynchronous students (who live in a different time zone due to the pandemic, for example) will be permitted to negotiate with your assigned counterparts outside of class hours at a time that you arrange, watch the recording of in-class debriefing sessions, and submit debrief comments to me after class (see additional detail on debrief in grading section below).

#### **Other Classroom Expectations and Attendance Policy:**

- We will start and end class on time.
- During synchronous class sessions, you must keep your video on (not muted) unless we are on a break.
- **You are expected to participate in all Negotiation simulations.**
- **In Class 1, Class 2, Class 11, and Class 13 the Negotiations must be conducted during synchronous class hours.**

- If you fail to participate in a scheduled Negotiation without an excused absence (eg, for illness or family emergency), in addition to receiving zero class participation points for that day, you will automatically lose one third of a letter grade in the class (from a B+ to a B).
- If you miss a second Negotiation simulation for an unexcused reason, the grade drop becomes a full letter grade (from an A to a B).

**Excused absences** include family or personal medical emergencies and religious holidays. Job interviews, personal travel, and Wharton Club activities are not excused absences.

**Confidentiality:**

- **Unless I specifically direct you otherwise, you may not share confidential information you receive in connection with a negotiation simulation with anyone, including classmates who are playing the same role or friends outside of class.** Your honesty, integrity and ethical conduct in this regard will count in your grade and will affect your reputation with your peers and your instructor. If you have any questions about the confidentiality of any facts, please ask me.
- **Do not assume that the negotiation is over when you think it is over.** When you have completed a negotiation, please do not reveal your confidential information to your counterparts, or to members of another team, before returning to the classroom for the formal debrief session with me. The simulations do not always end when you sign an agreement in a break-out room. After the class discussion/debrief with me, you are free to discuss the case further with members of our class.
- **Ethics and Use of Prior Materials.** Finally, please do not discuss cases with, or borrow notes from, people outside of class, including other students who have taken Negotiation in past terms, or students who have not taken Negotiation yet. It is a violation of the University Code of Academic Integrity to post anything about the negotiation simulations on a public website, or to conduct internet/Google searches about simulations.

**VI. GRADING**

**Your grade will be determined as follows:**

- **Class Participation: 20%**
  - 14% = participation in simulations, class debriefs, and discussions
  - 1% = sign required Non-Disclosure Agreement
  - 5% = completion of Peer Feedback
- **Short Papers/Learning Journals: 30%**
  - 15% = Short Paper #1
  - 15% = Short Paper #2
- **Preparation & Completion of Post-Negotiation Surveys: 15%**

10% = completion of Pre-negotiation Preparation Surveys, submission of negotiation Results, and completion of Post-Negotiation Satisfaction Surveys on iDecisiongames)

5% = creation and submission of your own Preparation Worksheet

- **Final Paper: 35%**

**Each component will be evaluated as follows:**

**A. Class Participation (20%)**

**Participation in Simulations and Class Discussions (14%):** Participation includes timely attendance and high-quality participation in class exercises, and discussions. The grading for discussion will be based on such factors as relevance of comments to the topic covered, ability to effectively articulate personal experiences relevant to the discussion topic, and addition of new information or insights – quality is more important than quantity of comments.

- **Asynchronous Participation Spring 2021:** Students who cannot participate synchronously due to time zone challenges as a result of the pandemic or for an excused absence should reach out to let me know well in advance of class. For all classes **except Classes 1, 2, 11, and 13** (which you must attend synchronously), to receive credit for *attendance* you must watch the entire recorded class debrief session; and to receive credit for *participation* you must email me and the TAs a 2-3 paragraph ‘debrief’ to share your perspective on how the negotiation went and any additional comments you have to build upon class discussion. This asynchronous debrief email must be submitted **no later than 11:59pm EST on Friday following class.**

**Signing and Submission of Non-Disclosure Agreement (1%):** You will be required to submit a Non-Disclosure (Confidentiality) Agreement. To convey the importance of this Agreement, you will earn one point for timely submission no later than **January 27, 2021 at 11:59pm**. If you join the Class after Class 1 from the waitlist, you must submit this form within one day after your first attended class.

**Peer Feedback (5%):** You will be expected to provide Peer Feedback to your counterparts after each negotiation during class. We will discuss the content of this feedback in more detail in class for each specific negotiation simulation. In addition to active participation in Peer Feedback sessions during class, each student will be asked to complete a Peer Feedback survey during the final week of class. Completion of the **Peer Feedback survey** is due by **11:59 pm on April 20, 2021**. I may take the results of this final Peer Feedback survey into account when assigning grades for Class Participation.

- **Asynchronous Peer Feedback Spring 2021:** Students who cannot participate synchronously in Peer Feedback due to time zone challenges as a result of the pandemic or for an excused absence (for classes other than Classes 1, 2, 11, and 13), must still exchange Peer Feedback with your counterparts by email no later than **11:59pm EST on Friday** following class. You and your counterparts must email me and the TAs confirmation by that time that this feedback has been exchanged. We will discuss the content of this feedback in more detail in class for each specific negotiation simulation.

## B. Two Short Papers (30%)

During the term, you must write two short reflection papers of no more than three (3) double spaced pages, 12-point Times New Roman font. **All papers, including the Final Paper, must be submitted via Canvas in word (not .pdf) format.** All papers must be in a narrative (not bullet point) format.

Each Short Paper will be graded on a scale of 1 (lowest)-15 (highest), with 15 being reserved for truly exceptional papers (a very rare grade). Any late papers will be penalized by **1 point for each 24-hour period of lateness or portion thereof.** A paper that is not turned in within one week of the due date will receive zero credit.

The strongest papers go beyond merely describing what occurred during a particular simulation or negotiation, and instead synthesize and reflect upon the topic and the readings, using facts from a specific negotiation(s) and concepts from the readings as an illustration of key lessons and themes.

### Short Paper #1 is due on February 2, 2021, by 3:00pm EST.

**Assignment:** Discuss your personal strengths and weaknesses as a negotiator, and your aspirations and goals for yourself during the term. To the extent that your experiences during the first class, or in negotiations you have participated in prior to taking this course are relevant to this discussion, please use these in support of your discussion.

### Short Paper #2 is due on March 23, 2021, by 3:00pm EST.

**Assignment:** Discuss and reflect on the topic of ethics in negotiation. As you write, please be sure to address:

1. **Insights into your personal style/habits/instincts/mistakes.** What personal insights have you taken away about ethics and lying from the simulations and readings that can help you gain more confidence and control as a negotiator next time? What did you do that you should not have done and/or what did you NOT do that you should have done?
2. **Facts.** What interesting or surprising things happened in a negotiation in class or outside of class that had implications for ethics and lying? [*Be as brief as possible while giving enough information for me to understand your subsequent reflection and analysis. There is no need to repeat the entire sequence of moves.*]
3. **Tools/Concepts/Models/Readings.** How, if at all, does this discussion of ethics relate to negotiation tools, readings and conceptual models we are discussing in class?
4. **Be sure to discuss (and appropriately cite) readings** in connection with your analysis.

## C. Preparation & Completion of Post-Negotiation Surveys (15%)

Cases and exercises require advance preparation (reading, preparation of negotiation strategy, sometimes discussion with a partner). To emphasize the importance of preparation, prior to each negotiation, you will be asked to complete and submit a short **Pre-negotiation Preparation Survey** or worksheet (usually, though not always, via iDecisionGames) that will help to guide you in your preparation. In addition, after each negotiation you and your counterpart(s) will be required to submit (jointly) your **Results** through iDecisionGames. You will also be required (individually) to complete a post-negotiation **Satisfaction Survey**. Both Results and the Satisfaction Survey must be

completed before the class debrief begins. Completing these surveys each week will earn a total of **10%** of your grade.

In addition, you will be required to create your own **Preparation Worksheet** by **March 16, 2021 at 11:59pm EST**, completion of which is worth **5%** of your grade. This assignment requires you to submit an **improved/personalized update** of the Bargaining for Advantage Preparation Worksheet that will be posted to Canvas.

#### D. **Final Paper (35%)**

The Final Paper should be no more than eight (8) pages, double-spaced, in 12-point Times New Roman font. **The Final Paper is due at 11:59pm EST on April 27, 2021.** For the Final Paper, you should analyze a **real-world negotiation that you have participated in** during the term, or prior to taking this course. For this negotiation, you should negotiate something of personal value to you. You can negotiate for anything you would like—a good or service from a merchant, a salary from a potential employer, etc., as long as you enter the negotiation in good faith, act ethically, and do not disclose that you must analyze the negotiation for a class.

Your paper should include discussions of the following: your **plan/strategy**, a brief discussion of the **facts** of the negotiation and **results**; and a **reflection on lessons learned, mistakes, and how you plan to improve in the future**. I expect you to discuss (and appropriately cite) **readings** in connection with your analysis.

More specifically:

**Facts.** Give a basic description of the facts of the negotiation(s) you are discussing. Give enough information for me to understand your subsequent reflection and analysis, but do not spend more than 1/4-1/3 of the paper simply reciting the facts. There is no need to repeat the entire sequence of moves.

**Plan/Strategy.** Discuss how you prepared for this negotiation in light of the negotiation tools, readings, and concepts we have been learning about in class.

**Reflection and Analysis.** This should be the most significant aspect of your paper. Some issues to address include:

- **Mistakes/Lessons Learned.** What did you do that you should not have done and/or what did you not do that you should have done?
- **Insights into your personal style/habits/instincts.** What personal insights can you take away from this experience that can help you gain more confidence and control as a negotiator next time?
- Consider organizing your paper around these insights, rather than around the facts of the negotiation. Imagine you have headers on theme 1, and theme 2, etc. Then use the facts to support your analysis.

**Tools/Concepts/Models/Readings.** How, if at all, did this negotiation relate to the negotiation tools (use of standards, relationships, interests, leverage, etc.), readings (on style, gender, teams, interest-based negotiations, etc.) and conceptual models (distributive versus integrative bargaining, scarcity effects, reciprocity norm, audience effects, etc.) you are learning about?

The strongest papers go beyond merely describing what occurred during a particular simulation or negotiation, and instead synthesize and reflect upon the topic and the readings, using facts from a specific negotiation and concepts from the readings as an illustration of key lessons and themes.

The Final Paper will be graded out of **35 points**. Any late Final Papers will be penalized by **2 points for each 24-hour period** of lateness. **Any final paper not turned in within one week of the due date will receive zero credit.**

### **Citations, Collaboration and Plagiarism.**

Papers must represent only the student's own creative work and effort. **I take plagiarism and cheating very seriously and will deal with such actions according to University policy.** Plagiarism or cheating on a single assignment is grounds for failing my course. Students may use computer-assisted spelling or grammar programs and may discuss general ideas of paper topics with others. No writing coaches, relatives, or other personal assistance may be relied upon for the actual writing. The work must be your own. As with any paper, you must use a consistent citation method for sources. **Any source you quote or rely on must be either footnoted, with source and page references, or noted parenthetically,** for example (GTY at p. 7).

## **VII. INSTRUCTOR BIO**

**Sarah E. Light** is an Associate Professor of Legal Studies and Business Ethics at the Wharton School of Business at the University of Pennsylvania, where she teaches Negotiation and Environmental Management, Law, and Policy. Prior to joining the faculty at Wharton, Professor Light served for ten years as an Assistant United States Attorney for the Southern District of New York, Civil Division, where she represented agencies of the United States in litigation, negotiation, and mediation. For the last four of those years, she served as the Chief of the Office's Environmental Protection Unit. Professor Light has also served as a *pro bono* mediator in the United States District Court for the Southern District of New York, where she has mediated police excessive force and employment discrimination cases. Professor Light has received numerous Excellence in Teaching Awards at Wharton. Professor Light received her A.B. in Social Studies from Harvard College, an M. Phil in Politics from Oxford University where she was a Rhodes Scholar, and her J.D. from Yale Law School.

## COURSE OUTLINE AND ASSIGNMENTS

### **Class 1: January 26: Class starts at 3:00pm**

*Assignment due in Class:*

Read: Coursepack #1: *3-D Negotiation: Playing the Whole Game*  
Shell, Introduction, Chs. 7 & 8: *Preparation; Exchanging Information*  
GTY, Part I: *The Problem: Don't Bargain Over Positions*

*In class:*

Introduction to Negotiation, Distributive Bargaining  
Negotiate *Cessna* and *Luxury SUV* in class

After each class, I will publish on iDecisiongames the instructions for the following week's simulation (unless I specifically state otherwise that instructions will be handed out in class). After Class 1, I will publish the *Parker-Gibson* instructions. You must read these instructions and complete the iDecisiongames preparation/pre-negotiation questions before the start of class next week.

**Assignment Reminder: Read and sign Non-Disclosure Agreement and submit attestation via Canvas by January 27, 2021 at 11:59pm EST**

### **Class 2: February 2: Class Starts at 3:00pm**

*Assignment due in Class:*

Complete and bring to Class:

Coursepack #2: *Bargaining Styles Assessment Tool*

Read: Coursepack # 3: *Anchoring and First Offers in Negotiation*  
Shell, Chs. 1 & 2: *Bargaining Styles; Goals and Expectations*  
GTY, Part II.2: *Separate the People from the Problem*

[Harvard Business School Professor Goes to War Over \\$4 Worth of Chinese Food](#)

**Assignment Reminder: Short Paper #1 is due on February 2, 2021 by 3:00pm EST**

*In class:*

Bargaining Styles, Anchoring  
Negotiate *Parker-Gibson* in class

Publish for next class: *Lawnmower* case instructions

### **Class 3: February 9: Start time: 3:30pm**

*Assignment due in Class:*

Read: Shell, Ch. 12: *Ethics*

Coursepack #4: *How to Negotiate – Virtually*

Leigh Thompson, *5 Practical Ways to Ace a Virtual Negotiation* 23 March 2020, Fast Company. <https://www.fastcompany.com/90480235/5-practical-ways-to-ace-a-virtual-negotiation>



*In class:*  
Ethics and Law of Negotiation, Negotiating Online  
Negotiate *Lawnmower Case* before 3:30pm

Publish for next class: Instructions for *House Sale* case  
*Note:* During this negotiation, the Buyer may only communicate directly with the Buyer's Agent, and the Seller may only communicate directly with the Seller's Agent. The two Agents are permitted to negotiate with one another. No discussions between any other parties are permitted.

**Class 4: February 16: Start time: 4:00pm**

*Assignment due in Class:*  
Prepare for *House Sale* negotiation  
Read: Coursepack # 5: *Bargaining Through, With, and Between Agents*  
Shell, Ch. 3: *Authoritative Standards and Norms*  
GTY, Part II.5: *Insist on Using Objective Criteria*

*In class:*  
Agents, Standards  
Negotiating via online tools, cont'd  
Negotiate *House Sale* case before 4:00pm

Publish for next class: *Difficult Conversations case* instructions

**Class 5: February 23: Start time: 4:00pm**

*Assignment due in Class:*  
Read: Coursepack # 6: *Turn Your Adversary into Your Advocate*  
Coursepack # 7: *Harnessing the Science of Persuasion*

*In class:*  
Difficult Conversations/Emotions in Negotiation, Persuasion, and Influence  
Negotiate *Difficult Conversations Case* before 4:00pm

Publish for next class: *Hiring a Freelance Consultant* instructions

**Class 6: March 2: Start time: 4:00pm**

*Assignment due in Class:*  
Read: Shell, Chs. 4 & 5: *Relationships; The Other Party's Interests*  
GTY, Part II.3 *Focus on Interests, Not Positions*  
GTY, Part II.4: *Invent Options for Mutual Gain*  
Coursepack # 8: *Bargaining While Black*

*In class:*  
Integrative Bargaining; Interests  
Negotiate *Hiring a Freelance Consultant* before 4:00pm

Publish for next class: *Opera Problem* roles and Preparation Worksheet

**Class 7: March 9: Start time: 4:00pm**

*Assignment due in Class:*

Prepare for *Opera Problem*

Complete Bargaining for Advantage Preparation Worksheet (in Files menu)

Read: Shell, Ch. 6: *Leverage*

Coursepack # 9: *Using Research to Generate Advice for Women*

Coursepack # 10: *The Behavior of Successful Negotiators*

GTY, Part III.6: *Develop your BATNA*

*In class:*

Integrative Bargaining, BATNA/Leverage, Gender in Negotiation

Negotiate *Opera Problem* before 4:00pm

Publish for next class: *Carpet Wars* instructions

**Class 8: March 16: Start time: 3:00pm**

*Assignment due in Class:*

Read: Shell Chs. 9-10: *Opening and Making Concessions; Closing and Gaining Commitment*

*In class:*

Teams, Commitment

Negotiate *Carpet Wars* in class

**Assignment Reminder: Your personalized Preparation Worksheet is due today, March 16, 2021 by 11:59pm.**

Publish for next class: *Endowed Chair*.

*Note:* You will *not* be allowed to bring your confidential instructions for *Endowed Chair* into the negotiation breakouts. *You may only bring your Preparation Worksheet.* This worksheet is posted to IDG as “General instructions” for all roles in addition to the role-specific confidential instructions.

**Class 9: March 23: Start time: 4:00pm**

*Assignment due in Class:*

Prepare for *Endowed Chair*

*Reminder:* You will *not* be allowed to bring your confidential instructions for *Endowed Chair* into the negotiation breakouts. *You may only bring your Preparation Worksheet.*

**Assignment reminder: Short Paper #2 on Ethics due March 23, 2021, by 3:00pm EST**

*In class:*

Group Decisionmaking

Negotiate *Endowed Chair* before 4:00pm

*Guest Speaker: Roosby Roy, Co-Founder & CEO, Aavrani*

Publish for next class: *Bullard Houses* instructions

**Note: No Class on March 30 – University Holiday**

**Class 10: April 6: Start time: 4:15pm**

*Assignment due in Class:*

Read: Coursepack # 11: *Negotiating with Liars*  
GTY, Parts III.7 & III.8: *Negotiation Jujitsu, Hard Bargainers*  
Prepare for *Bullard Houses* negotiation

*In class:*

Hard Bargaining, Ethics  
Negotiate *Bullard Houses* before 4:15pm

Publish for next class: *Harborco* instructions. Please note that there are both “General” instructions for all roles and Confidential Instructions for each role posted in iDecisionGames.

**Class 11: April 13: Start time: 3:00pm**

*Assignment due in Class:*

Prepare for *Harborco* negotiation

*In class:*

Negotiate *Harborco* in class  
Multiparty negotiations, coalitions

Publish for next class: Mediation/arbitration exercises

**Class 12: April 20: Start time: 4:00pm**

*Assignment due in Class:*

Read: Coursepack # 12: *When and How to Use Third Party Help*

*In class:*

Mediation/Arbitration exercises  
Explain and answer questions re: Final Paper

**Assignment Reminder: Peer Review Survey must be completed by today, April 20, 2021, at 11:59pm EST.**

Publish for next class: *Hiring a Newtonian* instructions

**Class 13: April 27: Start time: 3:00pm**

*Assignment due in Class:*

Read: Coursepack # 13: *Getting to Si, Ja, Oui, Hai, and Da*  
Coursepack # 14: *In Practice: Caveats for Cross-Border Negotiators*

*In class:*

Global Negotiations  
Negotiate *Hiring a Newtonian* in class  
Wrap up/Team exercise

**Assignment Reminder: The Final Paper is due on April 27, 2021 by 11:59pm EST.**