I. INSTRUCTOR

Professor Sarah E. Light
Email: lightsa@wharton.upenn.edu (best method of contact)
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


- **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. For students who are unable to attend the synchronous class, you will be participating in these negotiations before class at a time you arrange with your counterpart(s), and the in-class debriefing sessions will be recorded. Additional information about asynchronous debrief participation will be provided in class.

- Your timely preparation for and attendance during these simulations and debriefs are crucial in this course. 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 participate in every negotiation simulation, I urge you to reconsider whether this course is the right fit in your schedule this semester.

**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, either during class time or prior to class and stated deadlines as arranged with your negotiation counterpart(s) and explained during class. There are several dates on which the Negotiations must be conducted during regular 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 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: 15%**
  10% = completion of pre-negotiation strategy worksheets
  5% = creation 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. There will also be opportunities to participate asynchronously in discussions, which will be explained in 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 **September 2, 2020 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. We will discuss this in more detail in class. 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, in which they list the names of the top five negotiators in class, defined as “those who are able to achieve excellent results while maintaining and strengthening long-term relationships.” 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.

**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.**

**Short Paper #1 is due on February 2, 2021, by 3:00pm EST (by the start of Class #2).**

**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 (by the start of Class #9).**

**Assignment**: Discuss and reflect on the topic of ethics in negotiation. Please be sure to use both citations to the readings and concepts from class in support of your discussion. More details will be provided in class and on Canvas.

Each 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.**

**C. Preparation (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 worksheet or form (usually, though not always, via iDecisionGames) that will help to guide you in your preparation. The form will become more detailed as the semester progresses. Completing these
forms each week will earn a total of 10% of your grade. In addition, you will be required to create your own Preparation Worksheet by April 13, 2021 at 11:59pm EST (Class 12), completion of which is worth 5% of your grade.

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, I would like you to 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. Your paper should report on your plan, your strategy, and the negotiation results. 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. The bulk of your paper should address the most important lessons that you learned in this course, your key strengths as a negotiator, and how you hope to improve moving forward.

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.

*Additional guidance regarding these writing assignments is posted in Canvas in the Assignments section.

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. But 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
Hand out Parker-Gibson instructions

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

Short Paper #1 is due on February 2, 2021 by 3:00pm EST (before the start of class)

In class:
Bargaining Styles, Anchoring
Negotiate Parker-Gibson
Hand out: Lawnmower case instructions

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

Assignment due in Class:
Read: Shell, Ch. 12: Ethics
  Coursepark #4: How to Negotiate – Virtually

In class:
Ethics and Law of Negotiation, Negotiating Online
Negotiate Lawnmower Case
Hand Out: 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  
Hand out: Kidney 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:  
Persuasion and Influence  
Negotiate Persuasion Case  
Hand out: 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  
Hand out: Opera Problem roles and Preparation Worksheet

Class 7: March 9: Start time: 4:15pm  
Assignment due in Class:  
Prepare Opera Problem to be negotiated in Class  
Submit Completed Preparation Worksheet
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

Hand out: 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

Hand out instructions for Endowed Chair

Class 9: March 23: Start time: 4:00pm
Assignment due in Class:
Prepare for 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 notes.

Short Paper #2 on Ethics due March 23, 2021, by 3:00pm EST (before the start of class)

In class:
       Group Decisionmaking
       Negotiate Endowed Chair

Hand out: Bullard Houses instructions

Class 10: March 30: 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
Hand out instructions for Harborco case

**Class 11: April 6: Start time: 3:00pm**

*Assignment due in Class:*
Prepare for Harborco negotiation

*In class:*
Negotiate Harborco
Multiparty negotiations, coalitions
Hand out: Mediation/arbitration exercises

**Class 12: April 13: 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
Hand out: Jerry instructions

Your personalized Preparation Worksheet is due today, April 13, 2021 by 11:59pm.

**Class 13: April 20: Start time: 4:00pm**

*Assignment due in Class:*
Prepare for Jerry negotiation

*In class:*
Difficult Conversations
Jerry negotiation
Hand out: Hiring a Newtonian instructions

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

**Class 14: 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
Wrap up/Team exercise

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