
NEGOTIATIONS

(OIDD 291)

Tentative syllabus

Operations, Information, and Decisions Department (OIDD)

The Wharton School

University of Pennsylvania

Fall 2022

Professor Shirit Kronzon

Email: kronzon@wharton.upenn.edu

COURSE OVERVIEW

Negotiation is an integral part of our daily lives – in the marketplace, at work, and at home. Determining what price we will pay, how much we want to be paid, which tasks will be completed and by whom...these are all negotiations. Yet, while we bargain often, many of us know very little about the strategy and psychology of effective negotiations. Why do we sometimes get our way while other times we walk away feeling frustrated by our inability to achieve the agreement we desire?

Negotiation is the art and science of resolving disputes and securing agreements between two or more interdependent parties. This course has two purposes. First, we will discuss and apply research findings as guides to improving negotiation (the science). Second, you will develop and sharpen your skills by negotiating with other students (the art). Overall, the focus of the course will be to apply relevant scientific findings to enhance your negotiation skills in a step-by-step, cumulative fashion.

TOPICS

- Two-party single-issue negotiations
- Two-party multiple-issue negotiations
- Decision biases
- Third-party intervention
- Multi-party negotiations
- Virtual negotiations
- Global negotiations
- Ethics of bargaining
- Gender and negotiation

OBJECTIVES

The learning method of this course is primarily experiential, as students will be regularly afforded the opportunity to prepare for and engage in a variety of negotiations. Through participation in these exercises, your objective is to explore your bargaining skill set and implement lessons imparted in class to maximize your strengths and improve upon your weaknesses. Feel free to experiment with novel and unfamiliar techniques in our safe classroom environment. After all, only by testing a new tactic in a risk-free setting will you become likely to confidently put it to use in everyday practice.

As a result of this course, you will be able to identify real-world opportunities to negotiate; prepare more systematically and effectively for negotiations; employ skills for initiating and managing the negotiation process; analyze the strategic structure of negotiation and understand its central concepts; use a toolbox of tactics to improve upon the negotiation process and outcome; and gain confidence in negotiation as an effective means for resolving conflict.

NEGOTIATION EXERCISES

You are expected to join every class meeting in person so that you participate in all real-time negotiation exercises and class discussions. It is essential that you arrive to class on time so that you are present for the preparation and start of the negotiation exercises, discussions, and lectures. Missing an exercise costs you an opportunity to negotiate and disrupts the careful balance and pre-assignment of negotiation partners. Missing the discussion following each exercise deprives your counterpart(s) from receiving your feedback and insights resulting from the negotiation.

REQUIRED READINGS

- Course readings posted on Canvas through Course Materials @ Penn Libraries and Study.Net.
- Links to relevant newspaper articles posted on Canvas.
- Negotiation exercises, articles, and other handouts distributed before, during, or after class.

GRADING

Peer Feedback (15%):

An important part of becoming an effective negotiator is developing a positive reputation. To ensure that you think about *how you conduct* the negotiation in addition to your negotiation outcomes, 15% of your final grade will be determined by student evaluations. Specifically, you will be asked to rate your negotiation counterparts on several dimensions related to negotiation using a 1-10 scale (i.e., 1 – poor and 10 – excellent).

Your evaluations will be submitted at the end of the term, so it is your responsibility to keep track of your ratings of fellow students throughout the semester in your learning log. Should you negotiate with someone more than once, please submit only your single overall evaluation of that person. Of course, if you do not negotiate with an individual, please do not submit feedback on them. The ratings you make will remain anonymous. An average score will be calculated for each student and distributed to you individually. Given the importance of peer evaluations for your classmates' grades, a final deadline to submit all peer feedback will be specified in class near the end of the semester. If you fail to complete the peer evaluations by the specified deadline, your grade in the class will be lowered by 3 points.

Mid-Term Exam (40%):

The purpose of the mid-term exam is to make sure that you have learned the core negotiation concepts and have them at the ready. The exam will cover the concepts and ideas addressed in class lectures and discussions, as well as in the readings. While we will not have time to discuss all the readings in class, you will be expected to understand and apply the content of each reading on the exam. The test will consist of multiple-choice questions and is closed notes. You will have 90 minutes to complete the exam. All students must be in attendance on the day of the exam, as there are no make-up exams.

Negotiation Project (45%):

For this individual writing assignment, engage in a real-world negotiation during the term of this course and analyze it. Please plan and execute a negotiation of something of personal value to you. You can negotiate for nearly anything you like: A good or service from a merchant, compensation from an employer, a fee that you have incurred, etc., so long as you enter the negotiation in good faith and act ethically. Report on your preparation, tactics used during the negotiation, lessons learned from this experience and, of course, your negotiation results. This short writing assignment should not be a transcript of every detail of the negotiation. Your analysis should incorporate concepts introduced in class as well as strongly convey your mastery of the readings.

TECHNOLOGY SUPPORT

Students are responsible for ensuring that their submissions are successfully uploaded onto Canvas. If you encounter technical difficulties in the course and need assistance, Wharton Student Computing is available at: <https://computing.wharton.upenn.edu/>. There you can make a virtual appointment or submit a request: <https://whartonstudentsupport.zendesk.com/hc/en-us/requests/new> You can also email support@wharton.upenn.edu or call (215) 898-8600.

The content, procedures, and schedule in this course are subject to change in the event of extenuating circumstances.

**Academic honesty is fundamental to our community. University of Pennsylvania's Code of Academic Integrity is noted at: http://www.upenn.edu/academicintegrity/ai_codeofacademicintegrity.html A confirmed violation of that Code in this course will result in failure for the course.*