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

LGST 2910–409
OIDD 2910-409
MGMT 2910-409

FALL 2023
Thursdays 3:30 PM – 6:30 PM

NEGOTIATION AND CONFLICT RESOLUTION

INSTRUCTOR: Steven G. Blum
Telephone: (215) 898-7689
Office hours: Thursday 1:45–2:45 PM and by appointment.
Office: JMHH – 619

ROOM: The course will meet in JMHH Room XXX

NOTE: NO STUDENT WILL BE PERMITTED TO TAKE THE CLASS UNLESS THEY ATTEND THE 1st, 2nd, 3rd, AND 4th CLASS MEETINGS IN THEIR ENTIRETY.

FURTHER NOTE:
THERE WILL BE NO NEGOTIATION OR CHANGES IN FINAL COURSE GRADES. THE TIME TO WORK FOR A BETTER GRADE IS DURING THE SEMESTER, NOT AT THE END OF IT.
READINGS:

- Shell, *Bargaining for Advantage*, 1999  (Required)
- Blum, *Negotiating Your Investments*, 2014  (Required)
- Burrough and Helyar, *Barbarians at the Gate*, Harper Business Essentials, 2004  (Required)
- Course Pack of readings

RECOMMENDED BUT NOT REQUIRED:


RECOMMENDED (but beyond the scope of our course):


COURSE FORMAT

The course will include lectures, discussions and case debriefings. However, a series of simulated negotiation exercises is central to our work together. Students will meet each other outside class to conduct many of the negotiations. Other exercises may require students to meet in teams between classes in preparation for negotiations that will take place in class.

**Students should consider carefully whether they can make a commitment to attend class.** You are expected to participate in all negotiation exercises and class discussions. Unlike some classes, each student's ability to gain value from this course depends on every other student’s active contribution and commitment. Moreover, negotiation cases obviously will not work if one or more of the key parties are not there. To make sure that this course works well for everyone, absences are discouraged by making them a significant part of the course grade. If you
must miss a class, advance notice to the professor is essential to ease the
disruption that will be caused by your absence. In addition, a student
arriving after the class has begun will be recorded as late and be charged one
half of a missed class.

    Students are expected to complete all assignments by the date stated
in this syllabus. The readings usually (although not always) correlate with a
particular class. It is important that each reading be studied on time and
discussed at the appropriate place in the journal.

COURSE REQUIREMENTS

1.  Graded Negotiations: You will be graded relative to like–situated
students on various negotiation exercises during the semester. Those
exercises which are graded will account for a total of 20% of the final
grade in the course.

2.  Journal: Please take note: this section requires a great deal of writing.
Each student will keep a journal that analyzes and discusses each
negotiation, explores what learning occurred in each simulation, reflects
thoughtfully on the assigned readings, examines class discussions and
lectures, and chronicles your learning and thinking as the course
progresses. A handout labeled "Journal Guidelines" (attached) further
discusses the journal requirement. Journal submissions must be turned
in to the Instructor in a timely manner, as indicated in this syllabus.
The journal will account for a total of 30% of the final grade in the
course.

3.  Quizzes: There will be at least two (2) quizzes in the course of the
semester. Some of these will not be announced in advance. (They will
be "surprise quizzes.") Each quiz will account for 5% of the final
grade in the course.

4.  Attendance: Actually being present at each class meeting is very
important. You will receive 2 points for each class you fully attend.
Leaving early or arriving late will result in the loss of one point. The
total of these points will account for 35% of the final grade in the
course.
JOURNAL GUIDELINES

Students should use the journal to explore their thoughts and feelings about the negotiation process and note any experiences taking place outside of class that put the lessons learned in the course to use. The first entry in the journal should be a statement of why you enrolled in the course and what you hope to gain from it. This includes describing and evaluating yourself as a negotiator, and setting some goals for our work together this Semester. The final entry should be a summary of what you feel you have learned and what needs more practice or further study.

Regarding each exercise, ask yourself:

PRE-NEGOTIATION ENTRY
- What kind of situation am I facing? What are my goals and expectations for this negotiation? What uncertainties do I confront?
- What would be good preparation? Have I done it?
- What strategy should I adopt?
- What skill(s) will I try to exhibit or test?
- What would be a "good outcome" of this negotiation?

POST-NEGOTIATION ENTRY
- What did I learn about negotiation from this exercise?
- What did I learn about myself in this exercise? About others?
- What surprised me about my behavior? About the behavior of others?
- What would I do differently if I had it to do over again?
- What readings from the course apply to this exercise? Were they useful? Why? In what ways do these readings help me to understand what happened? Do the readings suggest how I might have done better in this negotiation situation.
- Which in-class presentations or discussions help me understand what occurred. Do they suggest other approaches I might have tried?
- Was the result a "good outcome?" Can I think of ways that it might have been a "better outcome?"

For each negotiation exercise and real world experience you have during the semester, record the insight gained and the application of negotiation principles you learned from the classes and the readings.
Use your journal to explore real feelings about the negotiation process and your developing sense of competence, comfort (or discomfort), and technique. Be candid about yourself and others. Ask the questions: "what were the most important things I learned about myself and about the negotiation process from each exercise? What mistakes did I make that I can avoid in the future?"

What negotiation concepts and principles applied to this exercise? Make clear that you understand the concepts from the readings and lectures by applying them to your discussion of exercises and experiences. (And use some basic form of citation to let me know where the ideas came from.) Did they offer you help in reaching a better outcome? How?

**AVOID ENTRIES THAT SIMPLY RELATE THE SEQUENCE OF OFFERS AND RESPONSES AND REPORT A FINAL RESULT.**

The journal is intended to be a place to explore and document all the learning that you are doing in the course. As a result, you should try to be as specific as possible in explaining your thinking. In addition, it may be valuable to include any work you do in preparation for, or during, a negotiation that helps your reader understand your thinking or actions.

Students in this section will be reading and commenting upon each other's journals. Please keep that in mind as you write. (If a particular entry in your journal seems inappropriate for sharing with other students, please contact the Professor about it.)

**REMEMBER:** This journal is a written record of your personal learning. It should begin with goal setting, and end with a section on how you have done in reaching for those goals, what else you have learned, and what you should continue to work on.

I hope you enjoy the process of reflection and writing which this Journal asks of you. For some of your colleagues, it has become a lifelong project to improve their ability to negotiate and get "good outcomes" for themselves in life. Perhaps it can become that for you, as well.
**Class 1 (8/31)  Introduction and Course Overview**

*In Class:* What is this course about?

Negotiate Case 1.

*Assignment:* Hand out Case 2 (to be completed before next class)

---

**Class 2 (9/7)  Distributive Bargaining**

*In Class:* Discuss Case 2 (hand in result sheets)

*Readings:* Begin reading: *Barbarians at the Gate*, through Chapter 3.

---

**Class 3 (9/14)  Trust**

*In Class:* Negotiate Case 4 in class.

*Readings:* *Barbarians at the Gate*, through Chapter 5.

---

**Class 4 (9/21)  Issues Surrounding Trust**

*In Class:* Finish discussion of Case 4.

*Assignment:*
1. Finding "real world examples."
2. Assignment: Hand out Case 3 (to be completed before next class)

*Readings:*

- *Getting to Yes*, from beginning through Chapter 2;
- Course Pack: "The Problem of Cooperation";
- *Barbarians at the Gate*, through Chapter 6.
Class 5 (9/28)  Elements of Negotiation

In Class:  Introduction to Elements of Negotiation.

Discussion of Case 3.

Readings:  •Getting to Yes, through Chapter 5.

•Barbarians at the Gate, through Chapter 7.

Assignment:  Hand out Case 5  (To be completed before next class)

Case 5 will be handed out and negotiated outside of class on video.
You will negotiate Case 5 with your negotiating partner and make a video recording of the first ½ hour of
your negotiation. Negotiations need not be completed during the taping; negotiators should continue
bargaining off-camera beyond the 1/2 hour until agreement is reached. The negotiation must be completed
before the class discussion of Case 5. You must review your video with your partner and two other videos
of classmates (can be viewed alone) and write journal entries about what you observe about your own and
others' styles, techniques, and methods.

First Journal Submission Due  (Among the topics you discuss should be: Opening
Journal Entry; "Case 1;" "Case 2;" "Case 3;" "Case 4;" Elements of
Negotiation; "Case 5;" recordings of negotiations (including your
own); Getting to Yes; and other readings; and our class discussions.)

Journals read by Student Readers (1 and 2).

Class 6 (10/5)  Interests and Options

In Class:  Discussion of Elements of Negotiation.

Discussion of Case 5.

Readings:  •Getting to Yes, Finish the book;

•Blum, Negotiating Your Investments, Chapter 5;

•Barbarians at the Gate, through Chpt. 8.

Journals read by Student Readers (3 and 4).

Assignment:  Handout Case 6.
October 12  NO CLASS MEETING

Class 7 (10/19)  Alternatives

In Class:  In class lecture on BATNA

Discussion of Elements of Negotiation.

First Journal Submission Due (Among the topics you discuss should be: Opening Journal Entry; "Case 1;" "Case 2;" "Case 3;" "Case 4;" Elements of Negotiation; "Case 5;" recordings of negotiations (including your own); Getting to Yes; and other readings; and our class discussions.)

Journals read by Student Readers (1, 2, and 3).

Readings:
• Barbarians at the Gate, through Chapter 10.
• Shell, Bargaining for Advantage, through Chapter 3;

Class 8 (10/26)  Creating Value

In Class:  Presentation and discussion of theoretically optimal outcomes and real-world strategies for creating joint gains. Where does value come from?

Discussion of Case 6.

Assignment:  - Gathering "real world examples."

Readings:
• Shell, Bargaining for Advantage, through Chapter 6;
• Re-read Getting to Yes, Chapter 5.
• "Creating Value or Where Do Joint Gains Really Come From?" (Handout) from Lax and Sebenius, The Manager as Negotiator.
Class 9 (11/2) Measures of Fairness and Negotiating Tools

In Class: Finish discussion of Case 6 (hand in results sheets)

Presentation of some tools the negotiator can use.

Explanation and assignment of "ROLE REVERSAL EXERCISE"

Assignment: 1. Hand out Case 7
2. Prepare "ROLE REVERSAL EXERCISE"
3. Journals returned by Readers with comments (authors now have their own Journals to study comments)

Write a separate Journal entry entitled "Deception in Negotiation" and discuss your views on this subject.

Readings: •Shell, Bargaining for Advantage, through the end of the book.
•Barbarians at the Gate, through Chapter 16

Second Journal Submission Due (Among the topics you discuss should be: Elements of Negotiation; Creating Value; "Case 5"; recordings of negotiations (including your own); Case 6, Getting to Yes; Bargaining for Advantage; and other readings; and our class discussions.)

Journals read by Student Readers (1, 2, and 3).

Class 10 (11/9) Deception and Fairness in Negotiation

In Class: Discussion about lying and deception. (How do we balance a need to gain information from others with our own desire to withhold information?)

Debrief Case 7 and hand in Result Sheets.
Assignment: Write a separate Journal entry entitled "Deception in Negotiation - Part 2" and critique the Readings, the class discussion, and your previous journal entry on this topic.

Hand out Case 8 and team assignments.

Readings: •Course Pack: "Ethics in Negotiation" (several articles).
•Barbarians at the Gate, Finish the book.

Class 11 (11/16) What Role Does Ethics Play?

In Class: Quiz on Barbarians at the Gate

Assignment: Hand out Case 10 (to be completed before next class)

Please watch Randy Pausch “The Last Lecture” at www.youtube.com/watch?v=ji5_MqicxSo and write about it in your Journals.

Readings: •Blum, Negotiating Your Investments, Chapters 12-16.

Class 12 (11/21) Multi-Party Negotiations

In Class: Debrief Case 10 (Hand in result sheets)

Assignment: Continue working on Case 8.

Please listen to “This Is Water” commencement speech by David Foster Wallace at: https://www.youtube.com/watch?v=8CrOL-ydFMI

Readings: •Blum, Negotiating Your Investments, Beginning through Chapter 10;
Class 13 (11/30)  Agents

In Class: Debrief Case 8 (Hand in result sheets)

Assignment: Preparation for Final Class Meeting

Readings: •Course Pack: "When Should We Use Agents"
       •Blum, Negotiating Your Investments, Chapters 11 and 17.

Class 14 (12/7)  What Is a Good Outcome?

In Class: What is a Good Outcome?

Contest

Final Remarks

Prepare Final Journal Entry.

Final Journal Submission Due  (Among the topics you discuss
should be: Deception; Role Reversal Exercise; Use of Agents; “The Last
Lecture”; “Case 6”; Case 7; Case 8; Case 10; Bargaining for Advantage;
Negotiating Your Investments and other course readings; our class
discussions and Final JournalEntry.)

Optional Readings (for after the semester during your vacation):
       •Complete Blum, Negotiating Your Investments,
       •Course Pack #8: "Dispute Resolution Chapter 1: Disputing Procedures";
       •Course Pack #9: "Getting Disputes Resolved, Chapter 1: Three
Approaches to Resolving Disputes". 