

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

LGST 806/MGMT 691/OIDD 691
NEGOTIATION

PROFESSOR SARAH E. LIGHT

Fall 2021

Professor Sarah E. Light

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Office Hours: Tuesdays 1:15-2:15pm, and by appointment

Class Time: Tuesdays 3:30-6:30pm EST

Location: **TBD**

I. COURSE OBJECTIVES, FORMAT & READINGS

Negotiation is a constant feature of our daily lives – at home, at work, and in the marketplace. However, many of us spend little 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 disciplines such as law, psychology, and economics, 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. We will rely on the following texts:

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

II. 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.

Attendance Policy:

- Class each week will consist of a Negotiation simulation and a Debrief session.
- **You are expected to participate in all Negotiation simulations either in or outside of class as directed.**
- **You are expected to bring a laptop to class each day, as all negotiation instructions will be distributed via the iDecisiongames platform, and you may use your laptop during the Negotiations. However, all laptops must be turned off during the debrief portion of the class.**
- **Penalties for Missing Class:**
 - **You may miss one class Debrief session or portion thereof (a portion is 15 minutes or more) without penalty if you provide me with advance notice.**
 - **If you fail to participate in a single Negotiation simulation, or a second class Debrief session or portion thereof for an unexcused reason, in addition to receiving zero attendance and 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, or a third class Debrief session or portion thereof for an unexcused reason, the grade drop becomes a full letter grade (from an A to a B) and you receive an automatic LT for the course.**
- **Excused absences** include illness, family or personal medical emergencies and religious holidays. Job interviews, personal travel, and Wharton Club activities are not excused absences.
- **I submit LTs based on a combination of grades, highest number of unexcused absences, failure to complete assignments, and in some cases, significantly late assignment submissions.**

Confidentiality:

- In the first class, you will be asked to sign a Non-Disclosure Agreement regarding the information you learn in connection with the simulated negotiations. **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.

Ethics and Use of Prior Materials:

- You may 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.

III. GRADING

Your grade will be determined by adding up the points you earn over the course of the semester. Students with the highest total points will receive the highest grades:

A. Attendance, Class Participation: 25%

24% = Attendance and participation

1% = Signing and submission of Non-Disclosure Agreement

B. Preparation, Results, and Peer Feedback: 10%

6% = Timely completion of pre-negotiation surveys and submission of negotiation results in iDecisiongames, and completion of Peer Feedback in or outside of class (as directed)

4% = creation and submission of your personalized Preparation Worksheet

C. Short Papers/Learning Journals: 30%

10% = Short Paper #1: Goals Statement

20% = Short Paper #2: Ethics

D. Final Paper: 35%

Each component will be evaluated as follows:

A. Attendance & Class Participation (25%)

Attendance and Participation in Simulations and Class Discussions (24%): Timely **Attendance** for the full class session (Negotiation simulation and Debrief session) is expected. **Participation** includes high-quality contributions 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. For absences, see Attendance Policy above.

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 by **September 10th, 2021 at 11:59pm.**

B. Preparation & Completion of Pre-Negotiation Surveys and Peer Feedback (10%)

Cases and exercises require advance preparation (reading, preparation of negotiation strategy, sometimes discussion with a partner). To emphasize the importance of preparation, prior to the start of 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 order to receive credit for completion, this Survey must be completed before the start of class. In addition, after each negotiation you and your counterpart(s) will be required to submit (jointly) your **Results** through iDecisiongames. The Results submission must be completed **before the class debrief begins**. Finally, you will be expected to provide **Peer Feedback** to your counterparts after each negotiation during class, or in some cases, outside of class. We will discuss the content of this feedback in more detail in class for each specific negotiation simulation. Completing these three responsibilities each week will earn a total of **6%** of your grade.

Preparation Worksheet. You will be required to create your own **Preparation Worksheet** by **October 5, 2021, at 11:59pm EST**, completion of which is worth **4%** of your grade. This assignment requires you to submit a substantively improved/personalized update of the Bargaining for Advantage Preparation Worksheet that we will use in class. Here are some questions that might help you think about what additional preparation questions to include: (a) Have there been situations during negotiations in which you felt unprepared to respond or proceed? What questions or issues could you have considered before the negotiation that would have left you better prepared? (b) What kinds of negotiations outside of class (past employment, family/personal negotiations, future employment) am I currently engaging in or will I be engaging in soon? Are there additional areas of preparation that would be relevant to these out-of-class negotiations? **Please highlight all of your additions to the Bargaining for Advantage Worksheet in bold.**

C. 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. **Grading is done anonymously, so please be sure that you do not include your name either in the file (such as on the first page) or as the filename of the document.**

Short Paper #1 is due on September 14, 2021, by 11:59pm EST. (10%)

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.

Note: Short Paper #1 will be graded for **completion** only, on a scale of 1-10. Papers that address the substance of the assignment and are turned in on time will receive a 10. Any papers that do not address the substance of the assignment will receive a lower score. 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.**

Short Paper #2 is due on November 2, 2021, by 11:59pm EST. (20%)

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.

Grading: Short Paper #2 will be graded on a scale of 1 (lowest)-20 (highest), with 20 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.

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 on December 7, 2021, by 11:59pm EST.** 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:

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.

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.

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

- a. **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?

- b. **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?

- c. **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?

Consider organizing your paper around your **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.

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).

IV. INSTRUCTOR BIO

Sarah E. Light is an Associate Professor of Legal Studies and Business Ethics at the Wharton School. 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.

V. COURSE OUTLINE AND ASSIGNMENTS

Class 1: August 31:

Assignment due in Class:

Read: Coursepack #1: *3-D Negotiation: Playing the Whole Game*
Shell, Introduction, Chs. 7 & 8: *Preparation; Exchanging Information*
GTU, 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 September 10th, 2021, 11:59pm EST

Assignment Reminder: Short Paper #1 is due on September 14, 2021, by 11:59pm EST

**** Please Note: On Tuesday, September 7 there will be no class. We will hold Class 2 on September 14. We will hold the Debrief Session for Class 3 on Friday, September 17, from 12:00pm-1:30pm. You and your assigned counterparts will conduct the negotiation for Class 3 (House Sale) outside of class at any point before 12:00pm on Friday September 17. For those who are unable to attend in person on Friday September 17, the Debrief session will be recorded. To receive credit for attendance for Class 3, you must either attend in person or watch the recording before the start of Class 4.**

Class 2: September 14:

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*
GTU, Part II.2: *Separate the People from the Problem*

In class:

Bargaining Styles, Anchoring
Negotiate *Parker-Gibson* in class
Vote on Class Start Time Policy

Publish for next class: Instructions for *House Sale* case.

- Please spend no more than 90 minutes negotiating this case with your counterparts before the start time of the makeup class on Friday, September 17 at 12:00pm. **You must submit your results through iDG no later than 11:59am on Friday, September 17.**

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 directly. The Buyer and the Seller cannot listen to their discussion and their Agents must communicate with them privately. No discussions between any other parties are permitted.

Class 3: Makeup Debrief Session Friday, September 17, 12:00pm-1:30pm:

Assignment due in Class:

Prepare for and conduct *House Sale* negotiation before the Makeup Debrief Session starts at 12:00pm. Submit your results through iDG no later than 11:59am. Spend no more than 90 minutes negotiating with your counterparts.

Read: Coursepack # 4: *Bargaining Through, With, and Between Agents*
Shell, Ch. 3: *Authoritative Standards and Norms*
GTY, Part II.5: *Insist on Using Objective Criteria*
Shell, Ch. 12: *Ethics*

[Harvard Business School Professor Goes to War Over \\$4 Worth of Chinese Food Can You Justify These Lies?](#)

In class:

Agents, Standards, Ethics
Negotiate *House Sale* case before 12:00pm

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

Class 4: September 21:

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*

In class:

Integrative Bargaining; Uncovering Interests, Inventing Options for Mutual Gain
Negotiate *Hiring a Freelance Consultant*

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

Reminder: No later than **Monday September 27 at 11:59pm EST**, anonymously submit any questions you might wish to discuss on race, gender, or identity in negotiation via Qualtrics survey.

Class 5: September 28:

Assignment due in Class:

Prepare for *Opera Problem*

Complete Bargaining for Advantage Preparation Worksheet (in Files menu)

Read: Shell, Ch. 6: *Leverage*

Coursepack # 5: *The Behavior of Successful Negotiators*

Coursepack # 6: *Using Research to Generate Advice for Women*

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

Listen to Podcast: <https://www.marketplace.org/shows/this-is-uncomfortable-reeema-khrais/f-you-pay-me/>

No later than **Monday September 27 at 11:59pm EST**, anonymously submit any questions you might wish to discuss on race, gender, or identity in negotiation via Qualtrics survey.

In class:

Integrative Bargaining, BATNA/Leverage, Gender, Race & Identity in Negotiation

Negotiate *Opera Problem*

Publish for next class: *Bullard Houses* instructions

Class 6: October 5:

Assignment due in Class:

Prepare for *Bullard Houses* negotiation

Read: Coursepack # 7: *Negotiating with Liars*

GTY, Parts III.7 & III.8: *Negotiation Jujitsu, Hard Bargainers*

In class:

Hard Bargaining, Ethics

Negotiate *Bullard Houses*

Assignment Reminder: Your personalized Preparation Worksheet is due today, October 5, 2021 by 11:59pm.

Publish for next class: *Endowed Chair*.

Note: Each student receives confidential role instructions and a Notes/Worksheet which is posted to IDG as “General instructions” for all roles in addition to the role-specific confidential instructions. You will *not* be allowed to bring your confidential instructions for *Endowed Chair* into the negotiation breakouts. *You may only bring your Notes/Worksheet.*

**** No Class October 12, 19: MBA Core Exams and Fall Break****

Class 7: October 26:

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 Notes/Worksheet.*

In class:

Group Decisionmaking

Negotiate *Endowed Chair*

Publish for next class: *Carpet Wars* instructions

Class 8: November 2:

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

In class:

Teams, Commitment

Negotiate *Carpet Wars* in class

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.

Assignment reminder: Short Paper #2 on Ethics due November 2, by 11:59pm EST

Class 9: November 9:

Assignment due in Class:

Prepare for *Harborco* negotiation

In class:

Negotiate *Harborco* in class

Multiparty negotiations, coalitions

Publish for next class: *Big Builder* exercise

Class 10: November 16:

Assignment due in Class:

Read: Coursepack # 8: *When and How to Use Third Party Help*

In class:

Negotiate *Big Builder* exercise

Explain and answer questions re: Final Paper

Publish for next class: *Jerry* exercise

**** No Class November 23: MBA Thanksgiving Break ****

Class 11: November 30:

Assignment due in Class:

Read: Coursepack # 9: *Turn Your Adversary into Your Advocate*
Coursepack # 10: *Harnessing the Science of Persuasion*

In class:

Difficult Conversations/Emotions in Negotiation, Persuasion, and Influence
Negotiate *Jerry* exercise

Publish for next class: *Hiring a Newtonian* instructions

Class 12: December 7:

Assignment due in Class:

Read: Coursepack # 11: *Getting to Si, Ja, Oni, Hai, and Da*
Coursepack # 12: *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 December 7, 2021 by 11:59pm EST.