

UNIVERSITY OF PENNSYLVANIA  
THE WHARTON SCHOOL  
DEPARTMENT OF LEGAL STUDIES

LEGAL STUDIES 206-407 Syllabus  
Fall 2006  
PROFESSOR G. RICHARD SHELL  
NEGOTIATION

Classroom: 38F Huntsman Hall  
Office: 643 Huntsman Hall  
Class times: Tuesdays 3-6PM  
Office Hours: 1:30 -- 3 PM Tuesdays or call/email me!  
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This course will help you become a better negotiator as well as a more intelligent negotiation analyst and strategist. **Much of our time in class will be spent doing actual negotiations (14 of them), so attending every class is mandatory. If you cannot make this commitment, please do not take the class.** Because the roles in the cases are carefully assigned, missing a class hurts everyone's learning, not just yours. Each class missed (except for verified illness, religious holiday, death in the family, or other serious situations approved, if possible, in advance) will result in a course grade reduction of one level (i.e., from B- to C+). Missing two unexcused classes will result in a *failing* grade. Recruiting and other job-related or student-related reasons for not attending class do not count as valid excuses. In other words, for this class to work, you must make it one of your top priorities this semester in terms of class attendance. Please take this into account in making a final decision to take the course.

**Readings:** G. Richard Shell, Bargaining for Advantage (Penguin 1999);  
Roger Fisher, William Ury & Bruce Patton, Getting to Yes (Penguin 1991);  
Bulk Pack of readings.

**GRADING:**

1. **In-class Quizzes** (40% of the grade). There will be two in-class quizzes worth 20% each given in Classes 6 and 12. The quizzes will be short-answer tests based on readings, lectures, class discussions, and outside speakers. We will not have time to discuss all the readings in class, but you will be expected to do them and answer detailed questions on the quizzes. In addition, this conceptual knowledge will contribute significantly to your success as a negotiator and strategist.

2. **Graded Negotiations** (20%): Five of the negotiations we will do in class are graded based on the results you achieve compared with others playing the same roles as you. In general, 5 points will be awarded to people in the top 1/3 of the class; 3 points to the middle 1/3; and 1 point to the bottom 1/3. Where many people in a given role end up with identical results, I reserve the right to adjust this system somewhat to promote fairness over the whole class. I will drop your worst performance when adding up your results over all five graded cases – thus each case contributes 5% toward your final grade.

Note well: sometimes, “no deal” is the best result in negotiations. Other times, “no deal” is the worst result. However, it is always better in a graded negotiation to agree to a deal that is at or above your “bottom line” than to go to impasse. Careful preparation is also key to successful negotiating. Thus,

if you mistakenly agree to a deal that is below your bottom line, you will invalidate the case for everyone involved in your group and everyone's grade will suffer. It is thus in everyone's interest to assure that a binding commitment can be made.

3. **Written Assignments** (10% of your grade). There are four 1-page papers due during the semester. All should be single spaced, 12-point type.

1. Paper on the "**Opera Problem**". (4%)
2. Paper on an **actual negotiation** you will do outside of class (2%)
3. Paper on your personal approach to **bargaining ethics** (2%)
4. Paper on **your person negotiation styles** (2%)

4. **Final Paper** Due in Class 12. (20% of your grade: -- maximum of 8 pages not including reference page, double-spaced, 12-pt type). Instead of a final exam, you will write a final paper. You must clear the topic with me. The paper will be graded based on writing style and proofing, sound analysis, excellence in insights about negotiation theory and practice. It must cite at least 3 sources that are not included as required reading for the course. Books and academic articles count toward these three -- newspaper/magazine articles and websites do not count. The topic is of your own choice and may include the in-depth analysis of a real negotiation (the AOL-Time Warner merger, some aspect of the Middle East situation, the Louisiana Purchase, etc.), a negotiator profile (Donald Trump, negotiator), a negotiator in fiction or drama (Shakespeare's Henry IV), a topic related to bargaining styles (culture, gender, personality), communication (lying, the use of questions, listening, non-verbal communication) or anything else that you find interesting about negotiation.

5. **Peer Feedback.** (10%) You will rate your classmates (not yourself!) using a 1-10 scale at the end of the course to measure their overall contributions to the class in terms of creating value in class discussions, commitment to negotiating the cases authentically, and group work. These ratings will be used to assign the final 10% of the grade. In addition, for your information and feedback -- but not for your grade -- , you will also rate your classmates regarding their 1) skill in one-time negotiations where the future relationship does not matter much, and 2) skill in negotiations where the future relationship matters significantly. I will notify the class of the people who achieve the highest peer ratings for these two categories at the end of the course.

GUEST SPEAKERS: There will be two outside guest speakers this semester. Attendance at these events is required as part of the course and the contents of the talks are part of the materials on which you will be quizzed.

### CLASS TOPICS AND ASSIGNMENTS

#### Class 1 Sept. 12th .

Prepare: Bulk Pack #1, 2; Shell, Chapter 11 (pp. 201-214)

In class: Lecture on overview of course, Nondisclosure Forms; negotiate and discuss Cessna and SUV cases; lecture on fraud and the "zone of agreement." Form negotiation support/analysis teams.

Hand out: Syllabus

#### Class 2 Sept. 19th.

Prepare: Bulk Pack #3, 4, 5; Shell, Intro, Chapters 1-2; **KEY!!! FILL OUT BP #4 BEFORE CLASS.**

In class: "Appleton" case; lecture on bargaining styles, anchor effects, and information effects.

Hand out: "House Sale" case (graded)

**Class 3 Sept. 26th.**

(Class will start at 4 PM to allow for time to conclude House Sale – results due at or before 4 PM).

Prepare: Complete House Sale case (graded); BP #6, 7, 8, 9; Shell, Chapters 3 and 9.

***Hand in:*** Signed deals for House Sale (graded).

In class: Lecture on electronic bargaining; use of agents; standards. Discuss House Sale results.

**Class 4 Oct 3rd.**

Prepare: BP #10; Shell, Chapter 4, 5, 6.

In class: Negotiate Pheasant Egg case (graded negotiation); discuss non-verbal behavior, relationships, interests and leverage as negotiation variables; introduce Preparation Worksheet; Support Teams meet.

Hand out: Opera Problem roles and Bargaining for Advantage Preparation Worksheet

**Class 5 Oct. 10th.**

Prepare: Bulk Pack 11, 12, 13, 14, 15; Getting to Yes, pp. 3-94;.

In class: Negotiate Opera Problem; discuss Getting to Yes and communication differences

**Class 6 Oct. 17th. QUIZ #1 Today.** Also Opera Case Papers Due

Prepare: Everything from Class 1-5! 20-minute Quiz. For today's class (post-quiz) read BP #16.

Hand in: Opera Problem paper (attach completed preparation worksheet for case)

In class: Negotiate and discuss Ratings War case (graded); lecture on trust and commitment as negotiation variables.

**NO CLASS ON OCTOBER 23<sup>rd</sup> -- FALL BREAK**

**Class 7 Oct. 31st.** Real Negotiation Experience Paper Due Today

Prepare: Read BP #17; Shell, Chapter 11, pp. 214-222 & p. 229.

In class: Negotiate Roofer Case; discuss ethical schools.

***Hand in:*** 1-page (single-spaced) paper on real negotiation outside class

Hand out: roles for Icarus Airlines case (graded).

**Class 8 Nov. 7th.** Ethics Paper Due Today

Prepare: BP #18, 19, 20; Shell, Chapters 7-10;

***Hand in:*** 1-page (single spaced) personal bargaining ethics paper.

In Class: begin Icarus Airlines (graded).

**Class 9 Nov. 14th** (class will begin at 4:30 PM to allow time to conclude ICARUS case)

Prepare: Teams meet to plan strategy for Icarus Airlines (graded)

***Hand in:*** Icarus deals.

In Class: discuss Icarus Airlines

Hand out: Roles for Harborco (graded)

**Class 10 Nov. 20th.** Bargaining Styles Paper Due Today; Also Final Paper Topics

Prepare: BP #21; Shell, Chapter 12.

***Hand in:*** 1-page paper (single spaced) summarizing your personal bargaining styles, strengths and weaknesses; topic for Final Paper

In class: Negotiate Harborco (6-party case, graded)

**Class 11 Nov. 28th.**

Prepare: BP #22, 23; review “Getting to Yes”

In class: Lecture on mediation; negotiate mediation exercises

**Class 12 Dec. 5th. QUIZ #2 Today! Final Papers Due**

Prepare: **Everything from Class 6-11!**

***Hand in:*** Final Paper; Peer Ratings

In class: Quiz; film clips; summary and wrap up for course.