

# Massachusetts Institute of Technology

## 11.011 The Art and Science of Negotiation

Fall 2016  
Mondays and Wednesdays  
3:00-4:30 P.M.  
Room 9-255

### Faculty

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## Introduction

This course explores negotiation strategies through theory and practice. It emphasizes a hands-on, personal skill-building approach, underpinned by foundational and cutting-edge research. Applications in government, business, nonprofit, multicultural, and interpersonal settings are examined. The focus is on developing decision-making, communication, and leadership skills as they enhance our ability to frame conflicts, analyze problems, engage stakeholders, create value, negotiate agreements, and resolve disputes.

The negotiation exercises, known as role-play simulations, are derived from pioneering work conducted at the Program on Negotiation (PON), an interdisciplinary, multi-university research center based at Harvard Law School. PON is widely recognized for producing some of the world's most significant work in the fields of negotiation, competitive decision-making, mediation, and conflict resolution. MIT's Department of Urban Studies and Planning is well represented at PON through the work of students and faculty affiliated with the MIT-Harvard Public Disputes Program.

The Art and Science of Negotiation course is presented through a series of themes, each of which has a number of associated class sessions. The four primary course themes are: Negotiation Strategy; the Psychology of Negotiation; Dispute Resolution Tactics; and the Impacts of Negotiation. These interconnected themes build upon each other and are presented in this respective order, with the sessions related to the Psychology of Negotiation interspersed throughout the semester. The themes and associated sessions are as follows:

## Negotiation Strategy

- \* Introductory Framework
- \* Embracing Negotiation
- \* Seizing Trades to Create Value
- \* Exploring the Different Angles of a Deal
- \* Enhancing Mutual Gains
- \* Charting the Negotiation Structure

## The Psychology of Negotiation

- \* Framing and Anchoring
- \* Blind Spots: Cognitive and Motivational Biases
- \* Cultivating Poise and Aplomb
- \* Managing Your Emotions
- \* Communicating More Effectively
- \* Understanding Your Temperament
- \* The Power of Persuasion
- \* Examining How We Come Across

## Dispute Resolution Tactics

- \* Addressing Power Imbalances
- \* Breaking Social and Organizational Barriers
- \* Preparing for Multi-Party Negotiations
- \* Facilitating Consensus
- \* Building Coalitions and Focusing on Back Tables
- \* Mediating Conflict for Better Outcomes

## The Impacts of Negotiation

- \* What You Stand for: Ethics in Negotiation
- \* Disabling Dirty Tricks
- \* Dealing With Mistrust and Anger
- \* Fostering Improvisation and Creativity
- \* Exploring Reconciliation in Values-Based Disputes
- \* Managing Uncertainty in Science-Based Disputes
- \* Negotiating for Whom and for What Purpose

## Assignments

### Preparation

You are expected to prepare thoroughly. The readings in each of the 27 sessions have been carefully selected with a professional focus in mind. They are singularly focused on enhancing your understanding of the negotiation process and your effectiveness as a negotiator. The insights and stories in the course materials, including cases and podcasts, build upon each other; they are your strategic playbook. Explore them methodically and examine them in detail. Ask yourself how you can apply their concepts and tactics to your personal and professional lives. Come to class ready to contribute to a lively discussion, explore the working assumptions underlying your negotiation behavior with your colleagues, and assess and broaden your negotiation skills.

### Negotiation

You are going to negotiate on a weekly basis. The in-class exercises enable you to practice an array of communication, collaboration, and leadership strategies. Across two-party, three-party, and multi-party negotiations, with room for both conflict and cooperation, you will have to imagine, observe, listen, improvise, persuade, and decide. Will you build coalitions, foster joint fact-finding, and effectively manage the tensions between value creation and value distribution? Will you be able to overcome lies and deception, and instead build relationships of trust? Will you help the parties to seize opportunities for mutual gains? Through reflective practice, you will craft a personal set of insights about how to prepare for, conduct, and evaluate a negotiation, in both process and outcome.

### Reflection

After each negotiation exercise, you will write a journal reflection. Prepare it with an open mind. Dig deep. Journal writing should help you to achieve an enhanced awareness about your ideas, emotions, and decisions. Do not report a play-by-play of each negotiation. Instead, reflect on specific analytical-, psychological-, process-, and skill-based issues. Draw on the negotiation concepts voiced in the week's readings. Think back to the strategies explored in class discussions. Use the opportunity to thoughtfully question what you might do differently next time. Write about what worked and why.

## Evaluation

### Preparation & Participation (30% of grade)

- \* This includes your level of attention to and mastery of the course readings, cases, and podcasts; your preparation and assessment of the negotiation instructions; the energy and commitment with which you prepare for and play your role in the negotiations; and your thoughtful engagement and contribution to the class discussions.

### Journal Reflections (50% of grade)

- \* This includes the level of introspection and analysis of your own negotiation strengths and weaknesses; your willingness to try out different negotiation strategies and tactics; and your ability to relate the tools and themes explored in the readings and class to other aspects of your life.

### Video Observations (20% of grade)

- \* This includes in-depth examinations of two video-recorded negotiation exercises toward the end of the semester; your analysis regarding body language and emotions; and your evaluation of the negotiation process, the strategies used by the different parties, and the turning points that shaped the outcome.

Preparation & Participation, Journal Reflections, and Video Observations will be graded as follows:

- A superior level of effort will get a check-plus: a grade of A to A+
- A solid level of effort will get a check: a grade of B to A-
- A sub-optimal level of effort will receive a check-minus: a grade of C+ to B-

## Logistics

### Preparation & Participation

- \* Attendance will be taken in each session. Class will begin promptly at 3:05 P.M. Tardiness negatively impacts your contribution to class discussions and will be significantly reflected in your preparation and participation grade.
- \* Use of electronic and digital devices (i.e. laptop computers, tablets, and phones) is prohibited during each of the class sessions.
- \* *Full participation in all the course negotiation exercises is strictly required.* Each negotiation depends on every person playing an assigned role. Your absence would undermine your own and your colleagues' learning experience.
- \* Absence from a negotiation exercise cannot be excused except for illness or family emergency. Please provide advanced notice to the teaching assistant with a note from Student Support Services - S<sup>3</sup>: [takeok@mit.edu](mailto:takeok@mit.edu). Each unexcused absence from in-class negotiation exercises will lower your final course grade by two steps (i.e. from B+ to B-).
- \* If you miss a negotiation exercise, it will be your responsibility to make this up on your own time, either with fellow colleagues or friends. You must arrange to pick up the exercise materials from the teaching assistant.

## Journal Reflections

- \* Each journal entry is to be uploaded to the MIT course website within four days of participating in a negotiation exercise. *For negotiations held on Monday*, the journal entry is due on *Friday at noon*. For negotiations held on Wednesday, the journal entry is due on Sunday at noon. *No late submissions will be accepted.*
- \* During the first week of the course, sample journals will be posted on the MIT course website demonstrating the kinds that would receive a check-plus, check, or check-minus.
- \* All journal entries will be kept confidential and only read by the teaching team. Strong journal entries will be well written, without spelling errors, and referencing several insights from the week's Monday and Wednesday readings. Your journal entries should be in Word format, double-spaced, and between 600-800 words (2-3 pages).

## Video Observations

- \* Two negotiations, one in November and one in December, will be filmed. The video footage will provide you with a unique vantage point from which to reflect upon your body language and negotiation skills. Your video-based observations should examine:
  - Strategies used, identifying those presented in class and reading materials
  - Opportunities to create and claim value that the negotiators seized and missed
  - What you would do differently if you were in the other participants' shoes
  - The moves others employed that you would like to try to emulate in the future
  - Turning points that helped to decide the outcome of the negotiation
- \* The video-based writings should be in Word format, double-spaced, and between 1,000-1,200 words (4 pages). Each entry is to be uploaded to the MIT course website within five days of receiving the video footage of the negotiation exercise.

## Books to Purchase

These books will be useful in multiple professional settings and well beyond the course. You can find them at the retailer of your choice:

- ❖ Fisher, Roger and Daniel Shapiro. 2005. *Beyond Reason: Using Emotions as You Negotiate*. New York, NY: Penguin Books.
- ❖ Malhotra, Deepak, and Max Bazerman. 2008. *Negotiation Genius: How to Overcome Obstacles and Achieve Brilliant Results at the Bargaining Table and Beyond*. New York, NY: Bantam Books.
- ❖ Stone, Douglas, Bruce Patton, and Sheila Heen. 2010. *Difficult Conversations: How to Discuss What Matters Most*. New York, NY: Penguin Books (10th Anniversary Edition).
- ❖ Susskind, Lawrence. 2014. *Good for You, Great for Me: Finding the Trading Zone and Winning at Win-Win Negotiation*. New York, NY: Public Affairs.
- ❖ Ury, William. 2015. *Getting to Yes with Yourself (and Other Worthy Opponents)*. New York, NY: Harper Collins.
- ❖ Wheeler, Michael. 2013. *The Art of Negotiation: How to Improvise Agreement in a Chaotic World*. New York, NY: Simon & Schuster.

## Session #1

Wednesday

9/7/16

Negotiation Strategy

### Introductory Framework

- \* Patton, Bruce. 2005. "Negotiation" (Chapter 18: 279-303). In *The Handbook of Dispute Resolution*. Michael L. Moffit and Robert C. Bordone (Eds.). San Francisco, CA: Program on Negotiation at Harvard Law School – Jossey-Bass.
- \* Raiffa, Howard, John Richardson, and David Metcalfe. 2002. "Negotiation Analysis" (Chapter 5: 81-96). In *Negotiation Analysis: The Science and Art of Collaborative Decision-Making*. Cambridge, MA: Harvard University Press.
- \* Wheeler, Michael. 2002. "Negotiation Analysis: An Introduction." *Harvard Business School Note #9-801-156* (June): 1-14.
- ◆ Negotiation Practice: Win As Much As You Can

## Session #2

Monday

9/12/16

The Psychology of Negotiation

### Framing and Anchoring

- \* Axelrod, Robert. 2006. “The Evolution of Cooperation” (Summary Chapter: 1-8). In *The Evolution of Cooperation*. New York, NY: Basic Books.
  - \* Gino, Francesca. 2013. “Traveling to Europe on Pudding: Subtle Changes in Framing.” (Chapter 8: 175-198). In *Sidetracked: Why Our Decisions Get Derailed and How Can We Stick to the Plan*. Boston, MA: Harvard Business Review Press.
  - \* Kahneman, Daniel. 2011. “Anchors” (Chapter 11: 119-128). In *Thinking Fast and Slow*. New York, NY: Farrar, Straus, and Giroux.
  - \* Wheeler, Michael. 2013. “Openings” (Chapter 8: 143-162). In *The Art of Negotiation: How to Improvise Agreement in a Chaotic World*. New York, NY: Simon & Schuster.
- ◆ Negotiation Exercise: Parker-Gibson

## Session #3

Wednesday

9/14/16

Negotiation Strategy

### Embracing Negotiation

- \* Lax, David, and James Sebenius. 2006. “Shape Perceptions to Claim Value” (Chapter 12: 181-203). In *3-D Negotiation: Powerful Tools to Change the Game in Your Most Important Deals*. Boston, MA: Harvard Business School Press.
- \* Malhotra, Deepak, and Max Bazerman. 2008. “Claiming Value in Negotiation” (Chapter 1: 15-49). In *Negotiation Genius: How to Overcome Obstacles and Achieve Brilliant Results at the Bargaining Table*. New York, NY: Harvard Business School – Bantam Books.
- \* Mnookin, Robert, Scott Peppet, and Andrew Tulumello. 2000. “The Tension Between Creating and Claiming Value” (Chapter 1: 11-27). In *Beyond Winning: Negotiating to Create Value in Deals and Disputes*. Cambridge, MA: Harvard University Press.

## Session #4

Monday

9/19/16

Negotiation Strategy

### Seizing Trades to Create Value

- \* Lax, David, and James Sebenius. 2006. “Solve Joint Problems to Create and Claim Value” (Chapter 13: 205-224). In *3-D Negotiation: Powerful Tools to Change the Game in Your Most Important Deals*. Boston, MA: Harvard Business School Press.
  - \* Malhotra, Deepak, and Max Bazerman. 2008. “Creating Value in Negotiation” (Chapter 2: 50-82). In *Negotiation Genius: How to Overcome Obstacles and Achieve Brilliant Results at the Bargaining Table*. New York, NY: Harvard Business School – Bantam Books.
  - \* Wu, George. 1999. “Sources of Joint Gains in Negotiations.” *Harvard Business School Note #9-396-241* (October): 1-8.
- ◆ Negotiation Exercise: Ocean Splash

## Session #5

Wednesday

9/21/16

The Psychology of Negotiation

### Blind Spots: Cognitive and Motivational Biases

- \* Gino, Francesca. 2013. “The Curse of the Gray T-Shirt: Insidious Social Bonds” (Chapter 5: 107-128). In *Sidetracked: Why Our Decisions Get Derailed and How Can We Stick to the Plan*. Boston, MA: Harvard Business Review Press.
- \* Malhotra, Deepak, and Max Bazerman. 2008. “When Rationality Fails: Biases of the Mind” & “When Rationality Fails: Biases of the Heart” (Chapter 4: 105-124 & Chapter 5: 125-138). In *Negotiation Genius: How to Overcome Obstacles and Achieve Brilliant Results at the Bargaining Table*. New York, NY: Harvard Business School – Bantam Books.
- \* Mnookin, Robert, Scott Peppet, and Andrew Tulumello. 2000. “Psychological and Cultural Barriers” (Chapter 6: 156-172). In *Beyond Winning: Negotiating to Create Value in Deals and Disputes*. Cambridge, MA: Harvard University Press.

## Session #6

Monday

9/26/16

Negotiation Strategy

### Exploring the Different Angles of a Deal

- \* Bazerman, Max. 2014. “Racing and Fixing Cars” & “There’s Something Wrong with this Picture: Or, If It is Too Good to be True...” (Chapter 1: 1-12 & Chapter 8: 117-132). In *The Power of Noticing: What the Best Leaders See*. New York, NY: Simon & Schuster.
- \* Subramanian, Guhan. 2010. “Playing the Game as Process Taker” (Chapter 5: 81-106). In *Dealmaking: The New Strategy of Negotiations*. New York, NY: Norton & Company.
- \* Wheeler, Michael. 2013. “Silk Purses” (Chapter 11: 203-221). In *The Art of Negotiation: How to Improvise Agreement in a Chaotic World*. New York, NY: Simon & Schuster.
- ◆ Negotiation Exercise: Sally Soprano

## Session #7

Wednesday

9/28/16

Negotiation Strategy

### Enhancing Mutual Gains

- \* Malhotra, Deepak, and Max Bazerman. 2008. “Investigative Negotiation” (Chapter 3: 83-102). In *Negotiation Genius: How to Overcome Obstacles and Achieve Brilliant Results at the Bargaining Table*. New York, NY: Harvard Business School – Bantam Books.
- \* Susskind, Lawrence. 2014. “Create More Value: Propose Packages That Are Good for Them and Great for You” (Chapter 2: 45-58 & 67-76). In *Good for You, Great for Me: Finding the Trading Zone and Winning at Win-Win Negotiation*. New York, NY: Public Affairs.



## Session #8

Monday

10/3/16

Dispute Resolution Tactics

### Addressing Power Imbalances

- \* Malhotra, Deepak, and Max Bazerman. 2008. “Negotiating from a Position of Weakness” (Chapter 11: 236-256). In *Negotiation Genius: How to Overcome Obstacles and Achieve Brilliant Results at the Bargaining Table*. New York, NY: Harvard Business School – Bantam Books.
- \* Kolb, Deborah, and Jessica Porter. 2015. “Power at Play in Negotiations: Moves and Turns” (Chapter 6: 119-142). In *Negotiating at Work: Turn Small Wins into Big Gains*. San Francisco, CA: Jossey-Bass.
- \* Susskind, Lawrence. 2014. “Lead Them into the Trading Zone: Help Your Negotiating Partners Reframe Their Mandate” (Chapter 1: 15-44). In *Good for You, Great for Me: Finding the Trading Zone and Winning at Win-Win Negotiation*. New York, NY: Public Affairs.
- ◆ Negotiation Exercise: Rushing River Cleanup

## Session #9

Wednesday

10/5/16

Dispute Resolution Tactics

### Breaking Social and Organizational Barriers

- \* Kolb, Deborah, and Jessica Porter. 2015. “Introduction” & “You Can’t Get What You Want If You Don’t Know What You Want.” (Introduction: xix-xxxiii & Chapter 1: 3-26). In *Negotiating at Work: Turn Small Wins into Big Gains*. San Francisco, CA: Jossey-Bass.
- \* Sandberg, Sheryl. 2014. “Success and Likeability,” “It’s a Jungle Gym, Not a Ladder,” & “Are You My Mentor?” (Chapter 3: 49-65, Chapter 4: 66-80 & Chapter 5: 81-96). In *Lean In for Graduates*. New York, NY: Alfred A. Knopf.

Monday

10/10/16

## **No Class – Columbus Day**

Session #10

Wednesday

10/12/16

Negotiation Strategy

### **Charting the Negotiation Structure**

- \* Lax, David, and James Sebenius. 2006. “Negotiate in Three Dimensions” (Chapter 1: 7-19). In *3-D Negotiation: Powerful Tools to Change the Game in Your Most Important Deals*. Boston, MA: Harvard Business School Press.
- \* Malhotra, Deepak. 2016. “The Power of Process: Negotiating the U.S. Constitution” (Chapter 7: 60-67). In *Negotiating the Impossible: How to Break Deadlocks and Resolve Ugly Conflicts (Without Money or Muscle)*. Oakland, CA: Harvard Business School – Berrett-Koehler Publishers.
- \* Subramanian, Guhan. 2010. “Setup Moves” & “Rearranging Moves” (Chapter 8: 137-146 & Chapter 9: 147-158). In *Dealmaking: The New Strategy of Negotiations*. New York, NY: Norton & Company.
- \* Verdini, Bruno. 2017. “Seeing is Believing,” & “Sharing Tools for Better Understanding,” & “Putting Yourself in Their Shoes” (Chapter 3 – Colorado River Negotiations: 130-149). In *Winning Together: Laying the Foundations for Mutual Gains in Transboundary Water, Energy, and Environmental Negotiations*. London, UK: Anthem Press.
- ♦ Diplomacy in Action: Colorado River Negotiations

## Session #11

Monday

10/17/16

Dispute Resolution Tactics

### Preparing for Multi-Party Negotiations

- \* Movius, Hallam, and Lawrence Susskind. 2009. “Negotiation Checklists” (Appendix C: 179-183). In *Built to Win: Creating a World-Class Negotiating Organization*. Boston, MA: Harvard Business School Press.
- \* Salacuse, Jeswald. “Seven Steps to Prepare for Global Deal Making” (Chapter 3: 29-42). In *The Global Negotiator: Making, Managing, and Mending Deals Around the World in the Twenty-First Century*. New York, NY: Palgrave Macmillan.
- \* Susskind, Lawrence, and Saleem Ali. 2015. “The Advantages and Disadvantages of Issue Linkage” (Chapter 5: 93-113). In *Environmental Diplomacy: Negotiating More Effective Global Agreements*. New York, NY: Oxford University Press.
- ◆ Negotiation Exercise: Hesperia

## Session #12

Wednesday

10/19/16

The Psychology of Negotiation

### Cultivating Poise and Aplomb

- \* Fisher, Roger, William Ury, and Bruce Patton. 2011. “What If They Won’t Play? Use Negotiation Jujitsu” (Chapter 7: 109-130). In *Getting to Yes: Negotiating Agreement Without Giving In* (3<sup>rd</sup> Edition). New York, NY: Penguin Books.
- \* Verdini, Bruno. 2017. “Dealing with Spoilers” (Chapter 3 – Colorado River Negotiations: 166-176). In *Winning Together: Laying the Foundations for Mutual Gains in Transboundary Water, Energy, and Environmental Negotiations*. London, UK: Anthem Press.
- \* Wheeler, Michael. 2013. “Presence of Mind” (Chapter 5: 75-96). In *The Art of Negotiation: How to Improvise Agreement in a Chaotic World*. New York, NY: Simon & Schuster.

### Session #13

Monday

10/24/16

The Psychology of Negotiation

#### Managing Your Emotions

- \* Fisher, Roger, and Daniel Shapiro. 2005. “Emotions Are Powerful, Always Present, and Hard to Handle,” “Address the Concern, Not the Emotion,” & “On Strong Negative Emotions: They Happen, Be Ready” (Chapter 1: 3-14, Chapter 2: 15-21 & Chapter 8: 143-168). In *Beyond Reason: Using Emotions as You Negotiate*. New York, NY: Penguin Books.
- \* Stone, Douglas, and Sheila Heen. 2015. “Learn How Wiring and Temperament Affect Your Story” (Chapter 7: 147-164). In *Thanks for the Feedback: The Science and Art of Receiving Feedback Well*. New York, NY: Penguin Books.
- \* Ury, William. 2008. “Uncover Your Yes” (Chapter 1: 25-49). In *The Power of a Positive No: Save the Deal, Save the Relationship, and Still Say No*. New York, NY: Bantam Books.
- ◆ Negotiation Exercise: Casino

### Session #14

Wednesday

10/26/16

The Psychology of Negotiation

#### Communicating More Effectively

- \* Stone, Douglas, Bruce Patton, and Sheila Heen. 2010. “Getting Started: Begin from the Third Story” & “Learning: Listen from the Inside Out” (Chapter 8: 147-162 & Chapter 9: 163-184). In *Difficult Conversations: How to Discuss What Matters Most*. New York, NY: Penguin Books.
- \* Fisher, Roger, and Daniel Shapiro. 2005. “Express Appreciation: Find Merit in What Others Think, Feel, or Do – And Show It” (Chapter 3: 25-51). In *Beyond Reason: Using Emotions as You Negotiate*. New York, NY: Penguin Books.

## Session #15

Monday

10/31/16

Dispute Resolution Tactics

### Facilitating Consensus

- \* Doyle, Michael, and David Straus. 1993. "How To Be a Good Facilitator" (Chapter 6: 88-118). In *How to Make Meetings Work*. New York, NY: Jove Books.
  - \* Malhotra, Deepak. 2016. "The Limits of Framing: Charting a Path to War in Iraq" (Chapter 5: 45-50). In *Negotiating the Impossible: How to Break Deadlocks and Resolve Ugly Conflicts (Without Money or Muscle)*. Oakland, CA: Harvard Business School – Berrett-Koehler Publishers.
  - \* Straus, David. 1999. "Managing Meetings to Build Consensus." (Chapter 7: 304-322). In *The Consensus Building Handbook*. Lawrence Susskind, Sarah McKearnan, and Jennifer Thomas-Larmer (Eds.). Thousand Oaks, CA: Sage.
  - \* Susskind, Lawrence, and Jeffrey Cruikshank. 2006. "Why Break Robert's Rules?" & "What is Consensus?" (Chapter 1: 3-16 & Chapter 2: 18-35). In *Breaking Robert's Rules: The New Way to Run Your Meeting, Build Consensus, and Get Results*. New York, NY: Oxford University Press.
  - \* Verdini, Bruno. 2017. "No Negotiation Without Representation." (Chapter 3 – Colorado River Negotiations: 124-129). In *Winning Together: Laying the Foundations for Mutual Gains in Transboundary Water, Energy, and Environmental Negotiations*. London, UK: Anthem Press.
- ◆ Negotiation Exercise: Dirty Stuff II

## Session #16

Wednesday

11/2/16

Dispute Resolution Tactics

### Building Coalitions and Focusing on Back Tables

- \* Malhotra, Deepak. 2016. "Changing the Rules of Engagement: Negotiating with Your Friends" (Chapter 12: 109-117). In *Negotiating the Impossible: How to Break Deadlocks and Resolve Ugly Conflicts (Without Money or Muscle)*. Oakland, CA: Harvard Business School – Berrett-Koehler Publishers.
- \* Susskind, Lawrence. 2014. "Write Their Victory Speech - Help the Other Side Sell Your Best Deal to Their Back Table." (Chapter 4: 115-132). In *Good for You, Great for Me: Finding the Trading Zone and Winning at Win-Win Negotiation*. New York, NY: Public Affairs.
- \* Verdini, Bruno. 2017. "Bringing More Issues to the Table" & "Adding Value in Process and Product" (Chapter 3 – Colorado River Negotiations: 150-165). In *Winning Together: Laying the Foundations for Mutual Gains in Transboundary Water, Energy, and Environmental Negotiations*. London, UK: Anthem Press.

## Session #17

Monday

11/7/16

Dispute Resolution Tactics

### Mediating Conflict for Better Outcomes

- \* Malhotra, Deepak. 2016. “First-Mover Advantage: The Unbroken Peace Treaty” (Chapter 6: 51-57). In *Negotiating the Impossible: How to Break Deadlocks and Resolve Ugly Conflicts (Without Money or Muscle)*. Oakland, CA: Harvard Business School – Berrett-Koehler Publishers.
  - \* Mnookin, Robert. 2010. “Disharmony in the Symphony” (Chapter 8: 177-205). In *Bargaining with the Devil: When to Negotiate, When to Fight*. New York, NY: Simon & Schuster.
  - \* Susskind, Lawrence, and Jeffrey Cruikshank. 1987. “Introduction: Breaking the Impasse – Consensual Approaches to Resolving Public Disputes” & “Theory and Practice of Dispute Resolution” (Chapter 1: 3-15 & Chapter 2: 16-34). In *Breaking the Impasse: Consensual Approaches to Resolving Public Disputes*. New York, NY: Basic Books.
- ◆ Negotiation Exercise: Humboldt

## Session #18

Wednesday

11/9/16

The Psychology of Negotiation

### Understanding Your Temperament

- \* Navarro, Joe. 2008. “Nonverbal Communication,” “Living Our Limbic Legacy” & “Getting a Leg Up on Body Language.” (Chapter 1: 1-19, Chapter 2: 34-51 & Chapter 3: 53-84). In *What Every Body Is Saying*. New York, NY: William Morrow – Harper Collins Publishers.
- \* Ury, William. 2015. “Introduction: The First Negotiation” & “Put Yourself in Your Shoes” (Introduction: 1-13 & Chapter 1: 15-39). In *Getting to Yes With Yourself And Other Worthy Opponents*. New York, NY: Harper One.

## Session #19

Monday

11/14/16

The Psychology of Negotiation

### The Power of Persuasion

- \* Ansell, Jeff, and Jeffrey Leeson. 2010. "Crafting Compelling Messages" & "Delivering Your Message" (Chapter 4: 85-92 & Chapter 5: 113-125). In *When the Headline is You: An insider's Guide to Handling the Media*. San Francisco, CA: Jossey-Bass.
- \* Malhotra, Deepak, and Max Bazerman. 2008. "Strategies of Influence" (Chapter 7: 159-176). In *Negotiation Genius: How to Overcome Obstacles and Achieve Brilliant Results at the Bargaining Table*. New York, NY: Harvard Business School – Bantam Books.
- \* Verdini, Bruno. 2017. "Getting the Other Side to the Table" & "Getting Your Own Side to the Table" (Chapter 2 – Gulf of Mexico Negotiations: 40-55). In *Winning Together: Laying the Foundations for Mutual Gains in Transboundary Water, Energy, and Environmental Negotiations*. London, UK: Anthem Press.
- \* Westen, Drew. 2007. "Winning States of Mind," "Rational Minds, Irrational Campaigns" & "Trickle-up Politics" (Chapter 1: 3-17, Chapter 2: 25-44 & Chapter 6: 117-132). In *The Political Brain: The Role of Emotion in Deciding the Fate of the Nation*. New York, NY: Public Affairs.
- ◆ Diplomacy in Action: Gulf of Mexico Negotiations

## Session #20

Wednesday

11/16/16

The Impacts of Negotiation

### What You Stand for: Ethics in Negotiation

- \* Bazerman, Max & Ann Tenbrunsel. 2011. "When We Ignore Unethical Behavior" (Chapter 5: 77-99). In *Blind Spots: Why We Fail to Do What's Right and What to Do About It*. Princeton, NJ: Princeton University Press.
  - \* Malhotra, Deepak, and Max Bazerman. 2008. "Recognizing and Resolving Ethical Dilemmas" (Chapter 10: 219-235). In *Negotiation Genius: How to Overcome Obstacles and Achieve Brilliant Results at the Bargaining Table*. New York, NY: Harvard Business School – Bantam Books.
  - \* Schwartz, Barry, and Kenneth Sharpe. 2010. "Introduction: The Need for Wisdom," "What Wisdom Is: The Janitor and the Judge" & "Wisdom and Happiness" (Chapter 1: 3-12, Chapter 2: 13-26 & Chapter 13: 281-287). In *Practical Wisdom: The Right Way to Do the Right Thing*. New York, NY: Riverhead Books.
  - \* Young, Mark. 2008. "Sharks, Saints, and Samurai: The Power of Ethics in Negotiation." In *Negotiation Journal* 24:2 (April): 145-155.
- Negotiation Case: Golden Rule

## Session #21

Monday

11/21/16

The Impacts of Negotiation

### Disabling Dirty Tricks

- \* Lax, David, and James Sebenius. 2006. “Craft a 3-D Strategy to Overcome the Barriers” & “Map Backward to Craft a 3-D Strategy ” (Chapter 3: 35-42; 44-50 & Chapter 14: 227-235). In *3-D Negotiation: Powerful Tools to Change the Game in Your Most Important Deals*. Boston, MA: Harvard Business School Press.
  - \* Malhotra, Deepak, and Max Bazerman. 2008. “Confronting Lies and Deception” (Chapter 9: 196-218). In *Negotiation Genius: How to Overcome Obstacles and Achieve Brilliant Results at the Bargaining Table*. New York, NY: Harvard Business School – Bantam Books.
  - \* Mnookin, Robert. 2010. “Avoiding Common Traps” & “Bargaining and Its Alternatives: Costs, Benefits, and Beyond” (Chapter 1: 11-21 & Chapter 2: 22-33). In *Bargaining with the Devil: When to Negotiate, When to Fight*. New York, NY: Simon & Schuster.
- ◆ Negotiation Exercise: DONS

Wednesday

11/23/16

**No Class**



## Session #22

Monday

11/28/16

The Impacts of Negotiation

### Dealing with Mistrust and Anger

- \* Malhotra, Deepak, and Max Bazerman. 2008. “When Negotiations Get Ugly: Dealing with Irrationality, Distrust, Anger, Threats, and Ego” (Chapter 12: 257-279). In *Negotiation Genius: How to Overcome Obstacles and Achieve Brilliant Results at the Bargaining Table*. New York, NY: Harvard Business School – Bantam Books.
- \* Ury, William. 2007. “Don’t React: Go to the Balcony” (Chapter 1: 31-51). In *Getting Past No: Negotiating in Difficult Situations*. New York, NY: Bantam Books.
- \* Wheeler, Michael. 2013. “Critical Moments” (Chapter 5: 163-182). In *The Art of Negotiation: How to Improvise Agreement in a Chaotic World*. New York, NY: Simon & Schuster

## Session #23

Wednesday

11/30/16

The Impacts of Negotiation

### Fostering Improvisation and Creativity

- \* Verdini, Bruno. 2017. “Switching from an Adversarial to a Mutual Gains Mindset,” “Involving Concerned Stakeholders Preemptively” & “Creating Better Outcomes Through Relationships of Trust” (Chapter 2 – Gulf of Mexico Negotiations: 65-74; 80-83; 96-101). In *Winning Together: Laying the Foundations for Mutual Gains in Transboundary Water, Energy, and Environmental Negotiations*. London, UK: Anthem Press.
- \* Wheeler, Michael. 2013. “The Swing of Things” (Chapter 6: 97-119). In *The Art of Negotiation: How to Improvise Agreement in a Chaotic World*. New York, NY: Simon & Schuster.
- ♦ Diplomacy in Action: Gulf of Mexico Negotiations
- ☐ Negotiation Case: Citigroup-Wachovia-Wells Fargo

## Session #24

Monday

12/5/16

The Impacts of Negotiation

### Exploring Reconciliation in Values-Based Disputes

- \* Forrester, John. 2009. "Introduction: Discovery, Creativity, and Change in the Face of Conflict" (Introduction: 3-16). In *Dealing with Differences: Dramas of Mediating Public Disputes*. New York, NY: Oxford University Press.
- \* Forrester, John. 1999. "Dealing with Deep Value Differences: " (Chapter 12: 463-479; 489-492). In *The Consensus Building Handbook*. Lawrence Susskind, Sarah McKearnan, and Jennifer Thomas-Larmer (Eds.). Thousand Oaks, CA: Sage.
- \* Susskind, Lawrence, and Patrick Field. 1997. "When Values Collide" (Chapter 6: 152-160; 178-191). In *Dealing with an Angry Public: The Mutual Gains Approach to Resolving Disputes*. New York, NY: Free Press.
- \* Ury, William. 2015. "Reframe Your Picture: From Unfriendly to Friendly" (Chapter 3: 65-87). In *Getting to Yes With Yourself And Other Worthy Opponents*. New York, NY: Harper One.
- ◆ Negotiation Exercise: Williams V. Northville

## Session #25

Wednesday

12/7/16

The Psychology of Negotiation

### Examining How We Come Across

- \* Stone, Douglas, and Sheila Heen. 2015. "See Your Blind Spots: Discover How You Come Across" (Chapter 4: 77-97). In *Thanks for the Feedback: The Science and Art of Receiving Feedback Well*. New York, NY: Penguin Books.
- \* Navarro, Joe. 2008. "Torso Tips," "Knowledge Within Reach," "Getting A Grip," & "The Mind's Canvas." (Chapter 4: 85-107, Chapter 5: 109-132, Chapter 6: 133-164 & Chapter 7: 165-204). In *What Every Body Is Saying*. New York, NY: William Morrow – Harper Collins Publishers.

## Session #26

Monday

12/12/16

The Impacts of Negotiation

### Managing Uncertainty in Science-Based Disputes

- \* Susskind, Lawrence, and Danya Rumore. 2015. “Helping Coastal Communities Prepare For and Respond To Climate Change-Related Risks” (Chapter 1: 3-18). In *Managing Climate Risks in Coastal Communities: Strategies for Engagement, Readiness, and Adaptation*. Lawrence Susskind, Danya Rumore, Carri Hulet, and Patrick Field (Eds.). London, UK: Anthem Press.
- \* Karl, Herman, Lawrence Susskind, and Katherine Wallace. 2007. “A Dialogue, Not a Diatribe: Effective Integration of Science and Policy Through Joint Fact Finding.” In *Environment 49:1* (January/February): 21-33.
- \* Moomaw, William. 2012. “Creating a Mutual Gains Regime Through Universal Clean Energy Services.” In *Sustainable Development Diplomacy and Governance - The Fletcher School of Law and Diplomacy/Tufts University #6* (May): 2-18.
- ◆ Negotiation Exercise: Coastal Flooding in Shoreham

## Session #27

Wednesday

12/14/16

Wrap-Up Discussion

### Negotiating for Whom and for What Purpose

- \* Malhotra, Deepak, and Max Bazerman. 2008. “When *Not* to Negotiate” (Chapter 13: 280-295). In *Negotiation Genius: How to Overcome Obstacles and Achieve Brilliant Results at the Bargaining Table*. New York, NY: Harvard Business School – Bantam Books.
- \* Susskind, Lawrence. 2014. “Coda: Finding the Sweet Spot in Your Next Negotiation” (Chapter 7: 197-208). In *Good for You, Great for Me: Finding the Trading Zone and Winning at Win-Win Negotiation*. New York, NY: Public Affairs.
- \* Ury, William. 2015. “Conclusion: The Three Wins” (Chapter 7: 169-178). In *Getting to Yes With Yourself And Other Worthy Opponents*. New York, NY: Harper One.
- \* Wheeler, Michael. 2013. “Fair Enough” (Chapter 13: 236-255). In *The Art of Negotiation: How to Improvise Agreement in a Chaotic World*. New York, NY: Simon & Schuster.