Massachusetts Institute of Technology

11.011 The Art and Science of Negotiation

Spring 2017
Mondays and Wednesdays
2:00-3:30 P.M.
Room 9-354

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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
* Addressing Power Imbalances
* Preparing for Multi-Party Negotiations

Dispute Resolution Tactics
* Enhancing Mutual Gains
* Breaking Social and Organizational Barriers
* Facilitating Consensus
* Building Coalitions and Focusing on Back Tables
* Mediating Conflict for Better Outcomes

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

The Impacts of Negotiation
* What You Stand for: Ethics in Negotiation
* Disabling Dirty Tricks
* Dealing With Mistrust and Anger
* Exploring Reconciliation in Values-Based Disputes
* Examining How We Come Across
* 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 25 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 and effort to try out different negotiation strategies and tactics; and your ability to relate the tools and themes explored in the week’s readings and in the class discussions 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 B-
- 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 2:05 P.M. Tardiness negatively impacts your contribution to class discussions and will be significantly reflected in your preparation and participation grade.

* Following negotiation training best practice, 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 preparing for and 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 team with a note from Student Support Services - S³. 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 MIT colleagues or friends. You must arrange to pick up the exercise materials from the teaching team and submit your reflection on time.
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, real-life sample journals will be posted on the MIT course website demonstrating the kinds that 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, quoting and referencing 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 April and one in May, 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 in the 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. They touch upon diverse negotiation, leadership, and collaborative decision-making insights. Choose a couple of them. You can find them at the retailer of your choice:

Session #1
Wednesday
2/8/17
Negotiation Strategy

**Introductory Framework**


♦ Negotiation Practice: Win As Much As You Can
Session #2
Monday
2/13/17
The Psychology of Negotiation

Framing and Anchoring


♦ Negotiation Exercise: Parker-Gibson

Session #3
Wednesday
2/15/17
Negotiation Strategy

Embracing Negotiation


Monday  
2/20/17  
No Class – Presidents Day  

Session #4  
Tuesday  

MIT Monday schedule of classes to be held on Tuesday due to Presidents Day  
2/21/17  
Negotiation Strategy  

Seizing Trades to Create Value  


♦ Negotiation Exercise: Ocean Splash  

Session #5  
Wednesday  
2/22/17  

The Psychology of Negotiation  

Blind Spots: Cognitive and Motivational Biases  


Session #6

Monday
2/27/17

Negotiation Strategy

Exploring the Different Angles of a Deal


♦ Negotiation Exercise: Sally Soprano

Session #7

Wednesday
3/1/17

Dispute Resolution Tactics

Enhancing Mutual Gains


♦ Diplomacy in Action: Colorado River Negotiations
Session #8
Monday
3/6/17
Negotiation Strategy

**Addressing Power Imbalances**


♦ Negotiation Exercise: Rushing River Cleanup

Session #9
Wednesday
3/8/17
Dispute Resolution Tactics

**Breaking Social and Organizational Barriers**


Preparing for Multi-Party Negotiations


♦ Negotiation Exercise: Hesperia

Cultivating Poise and Aplomb


♦ Diplomacy in Action: Colorado River Negotiations
Session #12
Monday
3/20/17
The Psychology of Negotiation

Managing Your Emotions


♦ Negotiation Exercise: Casino

Session #13
Wednesday
3/22/17
The Psychology of Negotiation

Communicating More Effectively


Monday & Wednesday
3/27/17 & 3/29/17
No Classes – Spring Break
Facilitating Consensus


♦ Negotiation Exercise: Dirty Stuff II

Building Coalitions and Focusing on Back Tables


♦ Diplomacy in Action: Colorado River Negotiations
Session #16
Monday
4/10/17
Dispute Resolution Tactics

Mediating Conflict for Better Outcomes


♦ Negotiation Exercise: Humboldt

Session #17
Wednesday
4/12/17
The Psychology of Negotiation

Understanding Your Temperament


Monday
4/17/17

No Class – Patriots Day

Wednesday
4/19/17

No Class - Our next class is next Monday
The Power of Persuasion


Diplomacy in Action: Gulf of Mexico Negotiations

What You Stand for: Ethics in Negotiation


**Session #20**

**Monday**

5/1/17

The Impacts of Negotiation

**Disabling Dirty Tricks**


♦ Negotiation Exercise: DONS

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**Session #21**

**Monday**

5/3/17

The Impacts of Negotiation

**Dealing with Mistrust and Anger**


Session #22
Monday
5/8/17
The Impacts of Negotiation

Exploring Reconciliation in Values-Based Disputes


♦ Negotiation Exercise: Williams V. Northville

Session #23
Wednesday
5/10/17
The Impacts of Negotiation

Examining How We Come Across


♦ Diplomacy in Action: Gulf of Mexico Negotiations
Managing Uncertainty in Science-Based Disputes


* Susskind, Lawrence, and Danya Rumore. 2015. “Helping Coastal Communities Prepare For and Respond To Climate Change-Related Risks” (Read Chapter 1: 3-12; Skim Chapter 1: 12-18). 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.


♦ Negotiation Exercise: Coastal Flooding in Shoreham

Session #25

Wednesday

5/17/17

Wrap-Up Discussion

Negotiating for Whom and for What Purpose


