Massachusetts Institute of Technology

11.011 The Art and Science of Negotiation

Spring 2016
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, 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; Approaches to Dispute Resolution; 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 themes and associated sessions are as follows:
Thoughtfully in specific emotions, Dig After Reflection both process and you fact imagine, observe, and multiarray of communication, collaboration, and leadership strategies. Negotiation negotiation underlying yourself negotiation been You Preparation Assignments

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The Psychology of Negotiation
* Framing and Anchoring
* Blind Spots: Cognitive and Motivational Biases
* Understanding Your Temperament
* Managing Your Emotions
* Communicating More Effectively
* The Power of Persuasion

The Impacts of Negotiation
* What You Stand for: Ethics in Negotiation
* Disabling Dirty Tricks
* Exploring Reconciliation in Values-Based Disputes
* Fostering Improvisation and Creativity
* Managing Uncertainty in Science-Based Disputes
* Negotiating for Whom and for What Purpose

Assignments

Preparation
You are expected to prepare thoroughly. The readings and cases in each of the 25 sessions have been carefully selected. 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 build upon each other. Read them methodically and examine them in detail. Ask yourself how you could apply their concepts and strategies to your personal and professional lives. Come to class ready to foster 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 concepts voiced in the 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 the course readings and cases; your preparation and assessment of your negotiation exercise instructions; and your thoughtful engagement in 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 Reflections (20% of grade)
* This includes in-depth examinations of two video-recorded negotiation exercises toward the end of the semester; your reflections 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, and video reflections 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 minimal 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 will be reflected in your participation grade and will negatively impact your ability to prepare for in-class exercises. Class ends at 3:25.

* Use of electronic and digital devices (i.e. laptop computers, tablets, and phones) is prohibited during each of the 25 class sessions.

* 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 and family emergency. Please provide advanced notice to the teaching assistant (a note from Student Support Services - S3); parrishb@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 journal entries will be posted on the MIT 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. Your journal entries should be in Word format, double-spaced and between 600-800 words (approximately 2-pages).

Video Reflections

* 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 negotiation skills. These video-based reflections should examine:
  • Strategies used, identifying those presented in class and reading materials
  • Opportunities to create and claim value that the negotiators missed and seized
  • 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 reflection assignments should be roughly twice as long as the journal entries (1200-1600 words, or approximately 4 pages) and double-spaced.

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:


Session #1
Wednesday
2/3/16
Negotiation Strategy

Introductory Framework


♦ Negotiation Exercise: Win As Much As You Can

Session #2
Monday
2/8/16
Negotiation Strategy

Embracing Negotiation


Session #3
Wednesday
2/10/16
The Psychology of Negotiation

Framing and Anchoring


♦ Negotiation Exercise: Parker-Gibson

Monday
2/15/16
No Class – Presidents’ Day

Monday classes at MIT held on Tuesday. Due to logistics our next class is on Wednesday.

Session #4
Wednesday
2/17/16
Negotiation Strategy

Problem-Solving Tactics to Claim Value


Session #5
Monday
2/22/16
Negotiation Strategy

Seizing Trades to Create Value


♦ Negotiation Exercise: Ocean Splash

Session #6
Wednesday
2/24/16
The Psychology of Negotiation

Blind Spots: Cognitive and Motivational Biases


Session #7
Monday
2/29/16
Negotiation Strategy

Exploring the Different Angles of a Deal


♦ Negotiation Exercise: Sally Soprano

Session #8
Wednesday
3/2/16
Negotiation Strategy

Enhancing Mutual Gains


Addressing Power Imbalances


♦ Negotiation Exercise: Rushing River Cleanup

Breaking Social and Organizational Barriers


Session #11
Monday
3/14/16
Approaches to Dispute Resolution

Preparation for Multi-Party Negotiations


◆ Negotiation Exercise: Hesperia

Session #12
Wednesday
3/16/16
The Psychology of Negotiation

Understanding Your Temperament


Monday & Wednesday
3/21/16 & 3/23/16
No Class — Spring Break
Managing Your Emotions


♦ Negotiation Exercise: Casino

Communicating More Effectively


Session #15
Monday
4/4/16
Approaches to Dispute Resolution

Facilitating Consensus


♦ Negotiation Exercise: Dirty Stuff II

Session #16
Wednesday
4/6/16
Approaches to Dispute Resolution

Building Coalitions and Speaking to Back Tables


Mediating Conflict for Better Outcomes


♦ Negotiation Exercise: Humboldt

Dealing with Mistrust and Anger


Monday
4/18/16

No Class – Patriots’ Day

Session #19
Wednesday
4/20/16
The Impacts of Negotiation

What You Stand for: Ethics in Negotiation


♦ Negotiation Case: Golden Rule
Disabling Dirty Tricks


♦ Negotiation Exercise: DONS

The Power of Persuasion


Session #22
Monday
5/2/16
The Impacts of Negotiation

**Exploring Reconciliation in Values-Based Disputes**


♦ Negotiation Exercise: Williams V. Northville

Session #23
Wednesday
5/4/16
The Impacts of Negotiation

**Fostering Improvisation and Creativity**


♦ Negotiation Case: Citigroup-Wachovia-Wells Fargo
Session #24
Monday
5/9/16
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: 3-20). 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
5/11/16
Wrap-Up Discussion

Negotiating for Whom and for What Purpose


