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 works 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
* Preparing for Multi-Party Negotiations

Dispute Resolution Tactics
* Addressing Power Imbalances
* Breaking Social and Organizational Barriers
* Charting the Negotiation Structure
* 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 24 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. Do one reading per day: ask yourself how you can apply the concepts and tactics to your personal and professional life. 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 that 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 mastery of the key insights in 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 weekly 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 and practice will get a check-plus: a grade of A to A+
* A solid level of effort and practice will get a check: a grade of B to A-
* A sub-optimal level of effort and practice 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.

* 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 in-class negotiation exercises is strictly required.** Each negotiation depends on every person preparing for and engaging in/embodifying an assigned role. Your absence (or tardiness) would undermine your own and your colleagues’ learning experience.

* Absence from a negotiation exercise cannot be excused except for serious illness or family emergency. Please provide advanced notice to the entire teaching team with a timely note from Student Support Services - S². 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 remain 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 journal 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 before noon. Due to professional coaching and feedback logistics, no late submissions will receive a grade.** Write and submit your journal well before Friday to avoid being impacted by emergencies.

* 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. Solid journals will be well written, thoroughly proofread, and insightfully reference strategies from at least 80% of that week’s Monday and Wednesday readings. Your journal entries should be in Word format, double-spaced, and around 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 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 around 1,100 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

These books apply to multiple professional settings well beyond the course. Choose a couple of them. You can find them at the retailer of your choice:

Session #1
Wednesday
9/5/18
Negotiation Strategy

Introductory Framework


♦ Negotiation Practice
Session #2
Monday
9/10/18
The Psychology of Negotiation

Framing and Anchoring


♦ Negotiation Exercise #1

Session #3
Wednesday
9/12/18
Negotiation Strategy

Embracing Negotiation


Session #4
Monday
9/17/18
Negotiation Strategy

Seizing Trades to Create Value


♦ Negotiation Exercise #2

Session #5
Wednesday
9/19/18
The Psychology of Negotiation

Blind Spots: Cognitive and Motivational Biases


Session #6
Monday
9/24/18
Negotiation Strategy

Exploring the Different Angles of a Deal


♦ Negotiation Exercise #3

Session #7
Wednesday
9/26/18
Negotiation Strategy

Enhancing Mutual Gains


Session #8
Monday
10/1/18
Dispute Resolution Tactics

Addressing Power Imbalances


♦ Negotiation Exercise #4

Session #9
Wednesday
10/3/18
Dispute Resolution Tactics

Breaking Social and Organizational Barriers


Monday
10/08/18

No Class – Columbus Day

Session #10
Wednesday
10/10/18
Negotiation Strategy

No Class

Due to exercise logistics, our next class is on Monday the 15th. The negotiation instructions will be sent via e-mail this Wednesday 10/10/18 in the evening. The readings below can be useful as you examine your instructions over the next few days.

Preparing for Multi-Party Negotiations


Session #11
Monday
10/15/18
Dispute Resolution Tactics

Charting the Negotiation Structure


♦ Negotiation Exercise #5

Session #12
Wednesday
10/17/18
The Psychology of Negotiation

Cultivating Poise and Aplomb


Monday
10/22/18
No Class

Wednesday
10/24/18
No Class

Due to exercise logistics, our next class is on Monday the 29th. The negotiation instructions will be sent via e-mail by the teaching team Wednesday 10/24/18.
Managing Your Emotions


♦ Negotiation Exercise #6

Communicating More Effectively


Session #15
Monday
11/5/18
Dispute Resolution Tactics

Facilitating Consensus & Mediating Conflict for Better Outcomes


♦ Negotiation Exercise #7

Session #16
Wednesday
11/7/18
Dispute Resolution Tactics

Building Coalitions & Understanding Your Temperament


Monday
11/12/18
No Class – Veterans Day

Session #17
Wednesday
11/14/18
The Psychology of Negotiation

The Power of Persuasion


Session #18
Monday
11/19/18

The Impacts of Negotiation

**What You Stand for: Ethics in Negotiation**


☐ Negotiation Case #1

Wednesday
11/21/18

**No Class**

Due to exercise logistics, our next class is on Monday the 26th. 

The negotiation instructions will be sent via e-mail by the teaching team this Monday 11/19/18. You should complete the first part of your negotiation before the 26th (in person or over the phone).
Disabling Dirty Tricks


♦ Negotiation Exercise #8

Dealing with Mistrust and Anger


**Session #21**  
Monday  
12/3/18  
The Impacts of Negotiation

**Exploring Reconciliation in Values-Based Disputes**


♦ Negotiation Exercise #9

**Session #22**  
Wednesday  
12/5/18  
The Impacts of Negotiation

**Examining How We Come Across**


Managing Uncertainty in Science-Based Disputes


* Susskind, Lawrence, and Danya Rumore. 2015. “Helping Coastal Communities Prepare For and Respond To Climate Change-Related Risks” (Skim 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.

♦ Negotiation Exercise #10

Session #24

Wednesday

12/12/18

Wrap-Up Discussion

Negotiating for Whom and for What Purpose


