15.665
Power and Negotiation

Jared R. Curhan
Massachusetts Institute of Technology
Sloan School of Management

Fall 2003
Section A: Wednesdays 1:00-4:00pm
Section B: Wednesdays 5:30-8:30pm

Location: Building E56, Room 270
15.665 “Power and Negotiation”
MIT Sloan
Fall 2003

Professor Jared R. Curhan
E52-554
curhan@mit.edu
617-253-5219

Office Hours: Fridays 10am-Noon, by appointment only

Teaching Assistant:
Guillaume Bouvard
guillaume@sloan.mit.edu
917-573-2783

Class Meetings:
Section A: Wednesdays 1:00-4:00pm
Section B: Wednesdays 5:30-8:30pm

Location:
E56-270

Administrative Assistant:
Michelle Fiorenza
fiorenza@mit.edu
617-253-9455

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COURSE OVERVIEW

Negotiation is one of the most important skills you will learn at Sloan. No matter how excellent your ideas or how sophisticated your analyses, most business achievements require the ability to communicate with and influence others. Whether negotiating with your boss, your subordinates, or your colleagues at work; your spouse, your children, your friends, or your enemies, this course will offer techniques and tools to enhance your power and your ability to achieve your objectives.

There are several negotiation courses offered at Sloan, each one with a slightly different content and pedagogy. This course emphasizes a social psychological orientation to negotiation, with a focus on providing you with powerful tools and techniques to achieve your goals. Many of the specific principles and exercises included in the course derive from the fields of business, law, public policy, and education. The focus is on negotiation among the parties themselves, with only minimal attention paid to third-party conflict resolution techniques such as mediation and dispute resolution systems.

Negotiation is something you learn by *doing*. So nearly every class meeting for this course includes a hands-on case study or negotiation simulation designed to enhance your abilities, demonstrate concepts, and/or provide you with opportunities to experiment with various negotiation techniques. Examples are drawn not only from the business sector, but also from life outside work and from current events around the world. Because such a significant portion of this course is experiential, your attendance at every class and wholehearted classroom participation are integral to its success.
Topics will include:
- Distributive bargaining
- Influence and compliance
- Lessons from game theory
- Negotiation ethics
- Mixed-motive negotiations
- Cross-cultural negotiations
- Multi-party negotiations
- Team-on-team negotiations
- Negotiation analysis
- Difficult conversations
- Psychological “barriers”
- Managing emotions

**REQUIREMENTS**

*Weekly Reading Assignments.* We have selected some readings relevant to each week’s discussion. Students are expected to complete these readings prior to the class under which readings are listed, as lectures and discussions often will presume familiarity with the material in the readings. You should be aware, however, that we may add or subtract reading assignments as we go along in response to the dynamics of the course. Any additional readings will be distributed to you in class at least a week before you will be expected to have read them.

*Negotiation Simulations.* One of the goals for this class is that you gain a deeper understanding of negotiation, not just by reading, writing, and thinking about it, but also by experiencing it first-hand. Therefore, we have planned a number of cases and role-playing activities related to negotiation. As many of these activities require some understanding of background materials and/or confidential instructions, we will expect you to prepare for these activities before class. Such preparation materials generally will be distributed to you during the preceding week’s class. In some cases, you will undertake negotiation simulations outside of class.¹

*Attendance and Participation.* Often we will be conducting activities in class that require partnering or grouping of students in advance. Therefore, attendance at all classes is mandatory. If you believe that you have extenuating circumstances, please speak with the TA; advance notice is critical. Active class participation in activities and discussions is expected of all students. (Do not worry if English is not your native language, as we will make efforts to accommodate you.) Please arrive promptly so that introductions and instructions to activities do not have to be repeated or delayed. Students who feel uncomfortable speaking in public may ask (during the first week only) for their grade to be weighted more heavily toward online discussion of reading materials (see below) and less heavily on participation in classroom discussions.

¹ A central element of this course will be the production of new information about negotiation. What this means is that some of the classroom exercises will double as research investigations. In many cases, you’ll be asked to complete confidential questionnaires before or after the experience. This also fits the philosophy of the course: Almost all of the exercises you will experience have been studied in previous research projects in former classes, like yours. Students from those classes have contributed to your learning experience. By participating in new research projects, you contribute to the experiences of future students. In every case, these new exercises will also be designed to maximize both learning value and research potential. We’ve had a lot of practice satisfying both these criteria in the past, so don't worry about experiencing new exercises. They help keep the course fresh. If you would not like the outcomes of your participation in this course to be included – anonymously – in our research database, please approach your instructor after class.
**Website Contributions.** Over the course of the entire semester, students will demonstrate comprehension of the assigned readings by submitting at least ten substantive contributions to an online web discussion. Students should feel free to contribute to existing discussions (which often will be initiated by the instructor), or to initiate a new discussion with an original idea, critique, and/or thought-provoking question. Content of online discussions will be accessible to all students in both Sections A and B combined.

**Journal-style Papers.** You will be required to submit two journal-style papers, reflecting on your negotiation experiences in the context of cases or concepts from this course. Your journals will be reviewed only by your TA and by your Professor. *Papers are due at the beginning of class on September 24 and October 29.* One journal should address Assignment A, and the other should address Assignment B. However, *you may choose which assignment to submit on the first due date and which assignment to submit on the second due date.*

**Journal Assignment A:** Consider a real world negotiation experience from your own life. It can be a negotiation you’ve already completed, one with which you’re currently involved, or one you anticipate facing in the near future. It could be a business negotiation, or it could be a negotiation from your personal life. Describe this negotiation as best you can, using the terminology from the course. Provide a prescriptive analysis, again using tools from the course, considering how the problem might best be handled (or might best have been handled) from the perspective of all central parties concerned. 3-5 pages, double-spaced.

**Journal Assignment B:** Consider one of the role-play simulations from the course. Describe the situation and behavior of the parties as best you can, not simply by reiterating background information from the case, but by using terminology and concepts from the course whenever appropriate. Describe and critique the behavior of all relevant parties, including your own. 3-5 pages, double-spaced.

**Final Paper and In-class Presentation.** You will work in teams of four to complete a final project for the course, which consists of a group paper and in-class presentation. Students will be expected to form their own teams. All members of the team will receive the same grade. The final paper will give your team an opportunity to demonstrate what its members have learned by analyzing a present day conflict that has been the subject of media coverage and/or scholarly analysis. We will discuss this assignment in more detail later in the semester. Length: 7-10 pages, double-spaced. *Due November 19 at the beginning of class.* Your team will be expected to deliver a 15-minute presentation of this work at some point during our last two class meetings on December 3 and December 10.
GRADING

Your journal-style papers and your final project (team paper and in-class presentation) will be evaluated according the following criteria:

- Originality of your chosen topic
- Understanding and thorough application of course concepts and tools to your chosen topic
- Demonstrated ability to introspect and critique your own ideas and behavior
- Demonstrated ability to understand the perspectives of others
- Creativity in developing elegant solutions to problems
- Overall quality of arguments and clarity of expressed ideas

Journals or team papers handed in late will result in a penalty of one full letter-grade per day.

Classroom participation and participation in online discussions will be evaluated according to the frequency and quality of your contributions, as judged jointly by the Professor and TA. As noted earlier, attendance at all class meetings is mandatory, except in emergencies.

Your course grade will be based on the quality of your two journals (weighted 15% and 15%, respectively), your team paper (15%), final in-class presentation (15%), and participation in discussions – both in class (30%), and online (10%).

SYLLABUS

READINGS:

You will be expected to buy (or borrow long-term) the following book, which should be available at the MIT Coop:


Copies of all additional required readings (referenced below) are available in your course reader from Copy Tech. *Be sure to obtain the course reader specifically for Sections A & B of 15.665.*
COURSE SCHEDULE AND ASSIGNMENTS:

CLASS #1: September 3, 2003

INTRODUCTION AND COURSE OVERVIEW

Required Reading: None required

Casework: Read instructions for Oil Pricing Exercise (distributed via email) and prepare for the in-class exercise.


CLASS #2: September 10, 2003

DISTRIBUTIVE BARGAINING


Casework: Read, prepare for, and negotiate (outside of class) Buying a House (distributed in class on 9/3/03).

Read confidential instructions for Used Car #2 (distributed in class on 9/3/03) and prepare for your in-class negotiation.

Complete Personal Evaluation Assignment (distributed in class on 9/3/03).


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2 For nearly every class meeting, we provide information on one or more readings (typically books) related to the topics covered in that class. These readings are not required. However, if you are particularly interested in the topic for a given class, then you may find it helpful to read that week’s “Recommended Reading.” All of these books should be available for purchase at the MIT Coop.
CLASS #3: September 17, 2003

INTEGRATIVE BARGAINING


Casework: Read, prepare for, and negotiate (outside of class) Computron Health Systems (distributed in class on 9/10/03).

Read confidential instructions for Sally Soprano (distributed in class on 9/10/03) and prepare for your in-class negotiation.


CLASS #4: September 24, 2003

STRATEGIC BARRIERS

* FIRST JOURNAL PAPER DUE TODAY AT THE BEGINNING OF CLASS *


Casework: Read, prepare for (using 7-elements), and negotiate (outside of class) The Powerscreen Problem (distributed in class on 9/17/03).

CLASS #5: October 1, 2003

STRUCTURAL BARRIERS I – Power Differences & Multiple Stakeholders


Casework: Read, prepare for, and negotiate (outside of class) Adam Baxter/Local 190 – 1978 (distributed in class on 9/24/02).

Read confidential instructions for Three-party Coalition Exercise (distributed in class on 9/24/03) and prepare for your in-class negotiation.

Read confidential instructions for Harborco (distributed in class on 9/24/03) and prepare for your in-class negotiation.


CLASS #6: October 8, 2003

STRUCTURAL BARRIERS II – Teams


Casework: Read, prepare for, and negotiate (outside of class) Adam Baxter/Local 190 – 1983 (distributed in class on 10/1/02).

Read confidential instructions for Chestnut Village (distributed in class on 10/1/03) and consider meeting with your team (outside of class) to prepare for your in-class negotiation.

Recommended Reading: None to recommend for today.
CLASS #7: October 15, 2003

PSYCHOLOGICAL BARRIERS


**Casework:** Read, prepare for, and negotiate (outside of class) Casino (distributed in class on 10/8/03).


October 22, 2003: NO CLASS (SIP WEEK)

CLASS #8: October 29, 2003

NEGOTIATION NORMS I – Relational Norms and Gender Norms

* SECOND JOURNAL PAPER DUE TODAY AT THE BEGINNING OF CLASS *


**Casework:** Read, prepare for, and negotiate (outside of class) Adam Baxter/Local 190 – 1985 (distributed in class on 10/15/02).

Be prepared to discuss with a classmate a “difficult conversation” or negotiation example from your own life that is currently in progress or that you’re currently in the midst of preparing for.


CLASS #9: November 5, 2003

NEGOTIATION NORMS II – Cultural Norms

Required Reading: 

Casework: 
Read Luna Pen (A) (distributed in class on 10/29/03).

Recommended Reading: 

CLASS #10: November 12, 2003

Mediation & Dispute Resolution Systems Design

Required Reading: 

Casework: 
Read confidential instructions for Amanda (distributed in class on 11/5/03) and prepare for your in-class negotiation.

Recommended Reading: 
CLASS #11: November 19, 2003

“Negotiation Jujitsu”: Managing Emotions, Precision Questioning, and Persuasion

* FINAL PAPERS DUE TODAY AT THE BEGINNING OF CLASS *


Casework: None

Recommended Reading: None

November 26, 2003: NO CLASS (EARLY RELEASE IN HONOR OF THANKSGIVING)

CLASS #12: December 3, 2003

IN-DEPTH ANALYSES OF REAL WORLD CONFLICTS (and possible resolutions!)

* IN-CLASS PRESENTATIONS *

CLASS #13: December 10, 2003

IN-DEPTH ANALYSES OF REAL WORLD CONFLICTS (and possible resolutions!)

* IN-CLASS PRESENTATIONS *