

Negotiation, Persuasion & Social Influence: Theory and Practice

WWS 519 A/B
Syllabus
Fall Term, 2009-2010

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Course Objectives

The purpose of this course is to provide a set of conceptual frameworks and practical tools to enable you to become more effective negotiators. In the current context of complex, multi-faceted organizations and ad hoc projects and cross-functional teams we must gain agreement and cooperation from others and persuade and influence them to act in order to achieve our goals--in short, we must negotiate. Without methods for organizing our thinking and approach, our results can be inconsistent and haphazard. Where stakes are high, the costs of precarious or unsustainable outcomes can be enormous, and the alternatives to negotiation devastating. Practitioners and scholars of negotiation have developed approaches for framing, analyzing, and engaging in negotiation that can help achieve better and more sustainable outcomes and mitigate destructive alternatives. This course provides an introduction to this growing body of theory and practice with a specific emphasis on making them practical and accessible.

The ability to negotiate successfully rests on a combination of analytical and interpersonal skills. In this course you will build up a toolbox of analytical and process frameworks, strategies, and skills that you can use to better analyze negotiations, prepare more systematically and engage more strategically. Through participation in negotiation simulations, you will have the opportunity to exercise your powers of communication and persuasion, to experiment with a variety of negotiation tactics and strategies, and to assess, reflect upon, and expand your repertoire and toolbox of negotiation skills. Through analysis of case studies and discussion we will apply the lessons learned to ongoing, real-world negotiations.

Please note: This syllabus draws on the "Negotiation, Persuasion and Social Influence: Theory and Practice" course syllabus developed by Rebecca Wolfe, PhD. for the Princeton University, Woodrow Wilson School, Fall Term 2005-2006.

Content and Organization

The course builds cumulatively from simple negotiations to those of greater complexity—that is, starting with two-party, single-issue cases and building towards multi-party, multi-issue negotiations that evolve over time. Structured negotiation exercises are used to emphasize specific analytic points and essential skills. Cases and readings serve to integrate the analytic points as well as to develop a deeper understanding about more complex real-world negotiations. About two hours of each week's class time and much of the work done between meetings will be devoted largely to negotiation exercises and to discussions of those exercises. Our experience is that students learn the most from their personal role-playing experiences of negotiating, and from opportunities to reflect upon and discuss these experiences in detailed debriefing sessions. This experiential learning is supplemented by a mix of interactive lectures, readings and videos.

Grading

Participation and Written Reflections (40%)

- **Attendance and Participation Exercises** (1 % for every exercise: $10 * 1 = 10\%$)
- **Reflective Papers.** Pick 3 exercises – Up to 4 pages reflection on your participation in each exercise. How you prepared, what you did, how you did, tools and concepts used, what you learned, and connections to readings and real world application (10% for every paper: $3 * 10 = 30\%$. In each case, reflection papers are due the class after the exercise (electronic copies by e-mail).
- Extraordinary class participation may boost borderline cases.

Toolkit (25%)

Build up over the course. No more than 8 pages. (What will help you build an approach and a process for any particular negotiation? What analysis? What tools and conceptual frameworks? What strategies? What kinds of communication? Etc.) -- Due by 5 p.m. Friday, Dec.18, 2009 (electronic copies by e-mail)

Final paper (35%)

Pick a current situation in which a complex negotiation between public actors (public sector, government, NGOs, businesses, multilaterals etc.) is underway or necessary. Pick a role (examples: deputy foreign minister of a country; program officer of an NGO; director of a department, and so on). Write an extensive briefing and recommendation for that person/role/office. Analyze the goals, interests, alternatives, and options of the party you are advising as well as your summary of the apparent goals, interests, alternatives, and options of other parties involved (directly or in positions of influence). Write a detailed action recommendation for the person/role/office you are advising, with consideration, as necessary, of overall negotiation strategy, opening moves, sequencing

of parties and issues and coalition-building, strategic uses of information, issues of communication and relationship, use of joint problem-solving, use of third parties, issue linkages, potential concessions, possible commitments, use of the media, process options (participatory processes, one-on-one negotiations between representatives, second-track meetings, etc.) and so on. Make sure that you acknowledge existing efforts, if any, and make clear how what you are recommending will add to them. Your advice should include recommendations for short-term objectives that will pave the way for design and implementation of next steps that are directed at long-term or final goals--12-18 pages double-spaced-- Due by 5 p.m. Monday, January 12, 2010 (electronic copies by e-mail).

Readings and Schedule

Required Books:

- Fisher, R., Ury, W., & Patton, B., *Getting to YES: Negotiating Agreement Without Giving In*, Penguin, 1991 (paperback)
- Lax, D. and Sebenius, J., *3-D Negotiation: Powerful Tools to Change the Game in Your Most Important Deals*, Harvard Business School Press, 2006 (hardcover)
- Malhotra, D. and Bazerman, M., *Negotiation Genius: How to Overcome Obstacles and Achieve Brilliant Results at the Bargaining Table and Beyond*, Bantam Books, 2008 (paperback)
- Salacuse, Jeswald W., *Seven Secrets of Negotiating With Government: How to Deal with Local, State, National or Foreign Governments—And Come Out Ahead*, AMACON Books, 2008 (hardcover)

Week 1

September 21: Introduction & Overview

Exercise: Oil Pricing

Readings:

- Allred, K. "The High Cost of Low Trust" HBS Publication: N0406A
- Bohnet, I. "The Payoff of Trust." HBS Publication: N0407D
- Malhotra, D. "Risky Business: Trust in Negotiations," *Negotiation*, Vol. 7, No. 2, Feb. 2004

Week 2

September 28: Negotiation Styles and Defining Success

Exercise: Easy's Garage

Readings:

- Fisher, Ury & Patton, *Getting to YES*
- Lax and Sebenius, *3-D Negotiation: Powerful Tools to Change the Game in Your Most Important Deals*, Chapters 1, 2 and 3, pp.7-50.
- Babcock, L. and Laschever, S. "Chapter Three: Nice Girls Don't Ask," *Women Don't Ask. Negotiation and the Gender Divide*, Babcock, L. and Laschever, S., Princeton University Press 2003, pp. 62-84.
- Raiffa, H. "Elmtree House," Chapter 2, *The Art and Science of Negotiation*, Harvard University Press, 1982, pp. 33-43.
- Wheeler, M. "Negotiation Analysis: An Introduction," HBS Publication #9-801-156

Week 3

October 5: Systematic Preparation and Planning

Exercise: Diego Primadonna

Readings:

- Fisher and Ury, *Getting to Yes*, Penguin 1991(Finish)
- Lax and Sebenius, *3-D Negotiation: Powerful Tools to Change the Game in Your Most Important Deals*, Chapters 4, 5 and 6, pp. 53-97.
- Raiffa, H., "Ampo versus City," Chapter 10, and "Tradeoffs and Concessions," Chapter 11, *The Art and Science of Negotiation*, Harvard University Press, 1982, pp.133-165.

Week 4

October 12: Interests, Options and the Cycle of Value Creation

Exercise: Review of Diego Case, Class Discussion

Readings:

- Lax and Sebenius, *3-D Negotiation: Powerful Tools to Change the Game in Your Most Important Deals*, Chapters 8 and 9, pp. 119-147.
- Raiffa, H., "Risk Sharing and Insecure Contracts," Chapter 13, *The Art and Science of Negotiation*, Harvard University Press, 1982, pp.187-204.

Week 5

October 19: Negotiating Standards and Claiming Value

Exercise: TBD

Reading:

- Lax and Sebenius, *3-D Negotiation: Powerful Tools to Change the Game in Your Most Important Deals*, Chapters 12 and 13, pp. 181-224.
- Malhotra, D. and Bazerman, M., *Negotiation Genius: How to Overcome Obstacles and Achieve Brilliant Results at the Bargaining Table and Beyond* (begin reading--finish by week 10)
- Allred, K., "Distinguishing Best and Strategic Practices: A Framework for Managing the Dilemma between Claiming and Creating Value," *Negotiation Journal*, Oct. 2000, pp. 387-397.

Week 6

October 26: Strategic Conduct: Maximizing Outcomes and Building Relationships

Exercise: The Powerscreen Problem

Readings:

- Kelman, H., "Informal Mediation by the Scholar/Practitioner," *Mediation in International Relations: Multiple Approaches to Conflict Management*, Bercovitch, J. and Rubin, J. ed., 1992, St. Martin's Press.
- Saunders, H., "Sustained Dialogue in Managing Intractable Conflict," *Negotiation Journal*, Vol. 19, No.1, Jan. 2003.
- Shapiro, Daniel, "Teaching Students How to Use Emotions as They Negotiate," *Negotiation Journal*, Vol. 22, No. 1, Jan. 2006.

Week 7

November 9: Understanding Them: Active Listening and Assessing Their Perceptions.

Exercise: Review the Powerscreen Video, Discussion of Active Listening and Review of Systematic Approach to Influence Tool.

Video: "The Hacker Star Negotiation," from the Program On Negotiation, Cambridge, MA.

Reading:

- Bordone, R. "Divide the Pie – Without Antagonizing the Other Side," *Negotiation*, Vol. 9, No.11, Nov. 2006

Week 8

November 16: *Contracts, Renegotiation, and Relationships*

Exercise: ENCO

Readings:

- Salacuse, “A Case of Extradeal Renegotiation: Enron’s Dabhol Project in India” (from
- Salacuse, *The Global Negotiator*, 2003, Palgrave-MacMillan).
- Lax and Sebenius, *3-D Negotiation: Powerful Tools to Change the Game in Your Most Important Deals*, Chapters 10 and 11, pp. 149-178.
- McGinn, K (2004) *For Better or Worse: How Relationships Affect Negotiations*. HBS Product Number: N0411A

Week 9

November 23: *Multi-Lateral Aspects of Bi-Lateral Negotiations, Process and Strategy*

Exercise: Charlene Barshefsky A & B, Application of the Systematic Approach to Influence Tool to Current or Upcoming Negotiation Challenges

Readings:

- Lax and Sebenius, *3-D Negotiation: Powerful Tools to Change the Game in Your Most Important Deals*, Chapter 7, and pp. 96-116.
- Cutcher-Gershenfeld, J. and Watkins, M. “Toward a Theory of Representation in Negotiation,” *Negotiating on Behalf of Others*, Mnookin, R.H. and Susskind, L.E. (Eds.) Sage Publications, Inc. 1999, pp. 23-51.
- Schelling, “The Retarded Science of International Strategy” (from Schelling *The Strategy of Conflict*, Harvard University Press).
- McMillan “Using Information Strategically” (from McMillan, *Games, Strategies, and Managers*, 1992, Oxford University Press).
- Sebenius “Sequencing to Build Coalitions: With Whom Should I Talk First?” (from Zeckhauser, Keeney and Sebenius (eds.) *Wise Choices*, 1996, Harvard Business School Press).

Week 10

November 30: *Tithe Ladder of Inference, Inquiry and Framing; Culture, Ethics and Values*

Exercise: Allies in Alexia (Note: Possible Movie: The Final Offer with 519A Class)

Readings:

- Malhotra, D. and Bazerman, M., *Negotiation Genius: How to Overcome Obstacles and Achieve Brilliant Results at the Bargaining Table and Beyond*, Bantam Books, 2008 (finish)

- Cohen, J. "The Ethics of Respect in Negotiation," *Negotiation Journal*, April 2002, pp. 115-120.
- Lewicki et al. "Ethics in Negotiation," Chapter 7, *Essentials of Negotiation*, 2nd Edition. Irwin/McGraw Hill, 2001.
- Kahane, D. (2003) "Dispute Resolution and the Politics of Cultural Generalization," *Negotiation Journal*, pp. 5-27.
- Sebenius, J. "The Hidden Challenge of Cross-Border Negotiations" HBS Publication: R0203F

Week 11

December 7: Multi-Party, Complex Negotiations

Exercise: Harborco

Readings:

- Lax, D. and Sebenius, J. *3-D Negotiation: Powerful Tools to Change the Game in Your Most Important Deals*, Chapters 14 and 15, pp. 227-254.
- Bordone, R. "Dealing with a Spoiler? Negotiating Around the Problem," *Negotiation*, Vol. 10, No. 1, Jan. 2007.
- Putnam, R., "Diplomacy and Domestic Politics: The Logic of Two-Level Games," *International Organization*, Vol. 42, Issue 3, MIT Press, summer 1988, pp. 427-460.
- Susskind, L. "Winning and Blocking Coalitions: Bring Both to a Crowded Table," *Negotiation*, Vol. 7, No. 1, Jan. 2004.

Week 12

December 14:

Exercise: Movie--TBD

Readings:

- Mancini-Griffoli, Deborah and Andre Picot, Humanitarian Negotiation, Published by Centre for Humanitarian Dialogue, 114 rue de Lausanne, Geneva, 1202, Switzerland. Published 2004. Parts 2 and 3.
- Curran, D. and Sebenius, J. "The Mediator as Coalition Builder: George Mitchell in Northern Ireland," *International Negotiation Journal*, Volume 8, Issue 1, 2003, pp. 111-147.