

WWS 519 A NEGOTIATION SYLLABUS,  
FALL TERM 2008

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A good deal of information on this course is posted on the course blackboard website. The course materials section has subsections on the goals and practices of the course, on the content and organization of the course, and on the negotiation exercises that we will use in the course. Books to buy are also listed there. The syllabus section has the most up to date syllabus. The assignment section lists the graded components of the course.

Course Goals.

This course introduces students to the theory and practice of negotiation. The ability to negotiate successfully rests on a combination of analytical and interpersonal skills.

- Analysis is important because negotiators cannot develop promising strategies without a deep understanding of the context of the situation, the structure of the negotiation, the interests of the other party, the opportunities and barriers to creating and claiming value on a sustainable basis, and the range of possible moves and countermoves, both at and away from the bargaining table.
- Interpersonal skills are important because negotiation is essentially a process of communication, relationship and trust building (or breaking) and mutual persuasion.

Books to purchase

Fisher, R., Ury, W., & Patton, B. (1981) *Getting to Yes*

Raiffa, H. (1982). *The Art and Science of Negotiation*. Cambridge, MA: Belknap.

Lax, D. & Sebenius, D. (2006) *3-D Negotiation*. Harvard Business School Press.

Syllabus and Schedule of Negotiations

Week 1

*Introduction & Beginnings*

Monday, September 15

Exercise used car one.. Rules of engagement. History. Distributives 1

Readings: Unless otherwise indicated, all readings are to be done after class.

Raiffa. Prologue 1-6, overview part 1. 7-9 app A. 25- 32

\*Rubin, J.Z. (1994) Models of Conflict Management. Journal of Social Issues, 50 (1), 33-45.

Wednesday, September 17

Exercises. Used car two. Used car three. First offers. Anchors. Burning bridges.

Readings:

Raiffa. Research perspectives 20-25

Week 2

*Continuing Negotiation Analysis*

Monday, September 22:

Discuss: What have you achieved by doing better than your reserve price? What have you not achieved? 25 minutes. Overheads.

Exercise: Coffee Contract

Prepare coffee contract. 20 minutes.

Negotiate coffee contract. 35 minutes.

Wednesday, September 24

Debrief coffee contract. 45

Social Intelligence. Ultimatum game.

Prepare Appleton Baker

Read. Fisher Ury Patton, Chapter two. Section 5. Objective outcomes.

Also read Raiffa, 44-51

Between now and Wednesday October 6, read through Getting to Yes.

Week 3

*Agents of Principals*

Monday, September 29:

Negotiate Appleton Baker

An informative second negotiation.

Be prepared to critique the Fisher notion of fair, objective outcomes based on last Wednesday's readings and your own thinking.

Readings. Raiffa, 33-34 and chapter 3

\*Shelling, T (1980) *The strategy of conflict*. Ch.2: An essay on bargaining. (pp 21-52)  
Cambridge, MA: Harvard University Press.

Wednesday, October 1

Exercise: Sally Soprano.

Prepare. 15

Negotiate 30

Debrief. Positions and interests. Interests of other side 10

Soprano II. 25 Write up ideas.

Readings:

Raiffa, organizing questions. 11-19

Fisher, Ury & Patton, Getting to Yes. Anticipating interests of other side.

#### Week 4

#### Integrative Possibilities

#### Monday, October 6

Show results. Sally Soprano. 20 minutes.

Exercise: New Recruit. 30 prepare. 30 negotiate. Turn in results..

Readings. Raiffa, Chapter 10

#### Wednesday October 8. *Creating Value (cont'd)*

Debrief New Recruit.

Show Pareto overheads. Negotiators dilemma

Readings:

\*Lax & Sebenius. Manager as Negotiator. Chapter 4. Interests, the measure of Negotiation.

\*Allred.K. (2000). "Distinguishing Best and Strategic Practices: A Framework for Managing the Dilemma between Claiming and Creating Value," *Negotiation Journal*, pp. 387-397.

Hand out Dec Riverside negotiation materials.

#### Week 5

*What are my priorities?  
What are their priorities?"*

#### Monday, October 13

Other overheads. The negotiator's dilemma

Negotiate Dec Riverside.

Read Raiffa, chapter 11

#### Wednesday, October 15

Debrief dec riverside.

Hand out Moms. Team meetings.

Read, Raiffa, chapter 13

Week 6  
*Dealing with Risk*

Monday, October 20

Negotiate moms com.

Readings:

Raiffa, chapter 12.

Wednesday, October 22

Debrief Moms.com

Contingency exercise.

Readings.

Raiffa, Chapter 13. Insecure contracts.

Raiffa reading. Review pages 148-156 before Monday, November 3<sup>rd</sup>.

\*Lax & Sebenius. Manager as Negotiator. Chapter 5. Where do joint gains come from.

BREAK WEEK, OCTOBER 27- NOVEMBER 2

Week 7.  
*Determining your interests.*

Monday. November 3

Abbas Busan valuations.

Each team initially to room 20, then to meet in separate classrooms

Wednesday, November 5.

Negotiate Abbas busan.

Debrief. Hand out general instructions for Towers Market

Week 8  
Multiparty, Multi issues

Monday November 10

Roles for Towers Market. (15 minutes)

Negotiate towers market. (60)

Wednesday, November 12

Debrief towers markets (30-60 minutes)

Harboco general information

Read Raiffa, intro to part IV

Read Raiffa, the law of the sea, Chapter 18.

Week 9

Monday November 17  
Negotiate Harboco. Take votes.  
Read Raiffa, Chapter 17

Wednesday, November 19  
Debrief harboco.  
Read Raiffa, Chapter 19.

Week 10

Monday November 24,  
Monday night at the movies. Final offer movie

Wednesday November 26. No class.

THANKSGIVING BREAK

I am deliberately leaving the last two weeks of class open, for two reasons. First, because it is often the case that we move more slowly through the material I have scheduled for the first 10 weeks. (Rarely have previous classes moved more quickly, but anything is possible.) Second, and more hopefully, I would like to turn to topics that follow student interests. One problem we could track is diplomatic negotiations, another is negotiations that involve government entities, either as participants or as mediators, interacting with private sector interests. Lax and Sebenius have an excellent new book on 3 D negotiations, which is the much needed opening up negotiation analysis to events taking place away from the negotiating table, and we will want to pay some attention to that.

Week 11

Monday December 1

Wednesday, December 3

Week 12

Monday December 8

Wednesday, December 10

Pearls of wisdom.