Spring 2022
6.S979 Multi-Stakeholder Negotiation for Technical Experts
Tuesdays 2:00-4:00 p.m.
Room 32-044* (Online over Zoom and Slack as announced)

Posted Syllabus - Version 03 FEB 2022*
*(*may be updated during the semester as circumstances may require)*

Instructor
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Teaching Assistants

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Office Hours or Zoom Hours - to be coordinated using canvas calendar, slack or email as per the instructions on Canvas - [Will be updated at start of semester]

Overview
Engineering requires negotiating with many stakeholders: internally and externally. All technical innovators, leaders, and members of diverse teams, need to align efforts and overcome differences. Learn experientially the strategies and proven techniques that improve communications, relationships, and decision-making in groups - using simulations, role-plays, case studies and video analysis. Students who took the 6.927 (formerly known as 6.S978) negotiation course in the Fall term will enhance their toolkit of intra and inter personal reflection and negotiation skills; expanding their knowledge to applications of multi-stakeholder negotiation. However, no prior experience in negotiation is required.

Technical experts don't just negotiate one-on-one. Engineering team members and leaders are required to deal with their own team, other stakeholders within their organizations and many external parties. This is true of academic lab settings, and also of commercial technology development environments, government projects, certification and regulation. When the number of stakeholders increases, so do the complexities associated with communications, relationships, cultural differences and power dynamics. Effective professionals need to be able to map a multi-stakeholder situation and decide when and how to negotiate, facilitate, build winning coalitions, resolve conflicts and strive for consensus.

The course is designed primarily for graduate students in engineering and joint engineering-business programs (such as SDM, IDM, and LGO) with no (or some) prior education or experience in the fields of

negotiation, and is open (with instructor permission) to all graduate students. This course is offered through the Gordon-MIT Engineering Leadership Program. Limited to 36 students.

Permission of instructor required (no prior experience in negotiation is required).

Students will be provided with a repertoire of proven negotiation strategies, practice-based approaches, and analytical frameworks that will enable them to develop their skills experientially and reflectively through simulations, role plays, case studies and video analysis. The course was first offered in 2020, and received very high student evaluation feedback, with students successfully learning both in-person and on-line negotiation skills. Students will be required to be available in person (or if class is remote, on-line over video camera) and agree to be video recorded for analysis and learning purposes.

Some of the most important work in the field of multi-party negotiation and dispute resolution is being done at the inter-university Program on Negotiation at Harvard Law School (PON), which MIT is a part of. This course builds on the research at PON.

Course Units: 6 credits, 2-0-4

Readings

1. Susskind, Lawrence. 2014. *Good for You, Great for Me: Finding the Trading Zone and Winning at Win-Win Negotiation*. New York, NY: Public Affairs.
2. Additional reading materials provided by date via the Canvas Course Site.

Learning Objectives

Students completing this class will become more confident and capable in:

- Be able to describe the theory underlying multi-party negotiation situations
- Understanding dynamics of multi-stakeholder decision making and negotiation
- Helping to facilitate better group discussions and team meetings
- Supporting group leadership: when to follow, lead, postpone, or leverage an external facilitator
- Building skills for creating alignment of interests of multiple stakeholders and resolving conflict
- Developing a reflective model of their own personal theory of practice for multi-party relationship management

Course Format

Our class meets for thirteen 2-hours sessions over the spring term of 2021. The first session will include in-class exercises and class discussions. The majority sessions will consist of two-session modules (part 1 and part 2). In Part 1 sessions, students will participate in an **experiential, complex, major multiparty role play simulation** that will require the full time of the class (on-time attendance is key); The Part 2 sessions will review the Part 1 simulation's critical moments (as selected by negotiators/observers), followed by an instructor led discussion of the class's experiences, and presentation of additional material. Additional material will include shorter exercises, related case studies from current events, and linked aspects of multiparty negotiations. Examples of major learning activities include:

Negotiation Exercises: The course is built around a series of experiential negotiation simulations, exercises, and case studies. We will practice negotiating in groups during class sessions. The readings and discussions led by the instructors will provide additional knowledge to maximize your personal style and learning from these negotiation simulations. In these exercises, you should approach the role through the perspective of the designated person, even if the role feels at odds with your own inclinations. After negotiation exercises, students will complete a reflection paper.

Role Play Preparations: The use of experiential learning exercises rests fully on students being prepared for each negotiation simulation, and on being fully present during the negotiation. For some exercises, you will be required to submit a negotiation planning document in class. In every situation, you will need to prepare in advance of the exercise.

Negotiation Debriefs and Reflections: These activities will follow each exercise in order to enhance your learning from the experiences. As part of the learning experience, the teaching team will engage with you via feedback on reflection papers you submit after certain negotiation simulations. Over the course, students will also take turns acting as videographers of negotiation exercises. Videographers will record, review, and edit footage of their group's negotiation process, enabling them to capture critical moments in very brief ***video analysis*** assignments which will be shared with the class during debrief sessions. Students will be required to be available on-line over video and agree to be video recorded for analysis and learning purposes.

Personal Learning: There is no "best way" to negotiate or exercise influence over group dynamics. This course aims to provide you with the tools, experience, and space to discover what works for you as an individual in various situations. This requires experimenting with new behaviors, expanding out of your comfort zone, and, occasionally, failing. The teaching team will do everything in their power to ensure the class environment lends itself to exploration and personal development and asks that you contribute to an environment of discovery and creativity. Be mindful of your personal strengths and weaknesses and try to monitor your opportunities for personal development, both in and out of class.

Major Course Activities and Grading

*More details about the assignments and grading will be included in a specific document **S979 Details about Assignments and Grades** that will be shared during the first day of class.*

20%	Class Participation	(13 sessions)
20%	Applying Concepts to Life	(5 per semester, Concepts from Assigned Readings)
30%	Post-Negotiation Reflections	(5 per semester)
10%	Post Negotiation Video Analysis	(Clip creation, 1 per semester along reflection (extra optional))
20%	Personal Theory of Practice	(1 draft, 2 peer-reviews, pre-capstone lessons, 1 final paper)

You will need to be fully prepared for each day to ensure you are able to capitalize on the time we share. **Your participation is critical for the learning experience of your peers**. We trust that, as a member of the class, you are committed to come to class prepared to provide your negotiation partners with the best possible learning opportunity.

General Course Expectations

- **Preparation -** Come to class with assigned materials reviewed and ready to contribute to class discussions.
- **Proactivity -** Be proactive in both planning and working. If you are experiencing - or anticipate experiencing - any problems, difficulties, or uncertainties, let the teaching team know as soon as possible, our goal is to promote your and your peers' learning experience.
- **Punctuality -** Plan to start class and complete all assignments on time.
- **Personal Responsibility -** We expect all students to take responsibility for their learning and all course obligations, especially those aligned with MIT's Academic Integrity. If you have questions about MIT's Academic Policy visit https://integrity.mit.edu/. In addition, this course thrives on debate and discussion, which requires respect and civility for your peers and the teaching team.
- **Confidentiality -** This course hinges on experiential learning which requires trust and experimentation with your personal boundaries - this can lead to emotional conversations about your experiences in and out of the classroom. Participants are expected to respect and care for the feelings of their peers - content of the simulations, personal reflections, and discussions of the class should remain private to the class. To help with future iterations of the class please do not share any of the materials, exercises, or video footage with folks outside of the class.
- **Students with Disabilities** - If you need disability-related accommodations, please let us know early in the semester. If you have not yet been approved for accommodations, contact the Student Disability Services at sds-all@mit.edu for more information. We look forward to working with you to assist with approved accommodations.
- **Inclusive Learning** - MIT and GEL values an inclusive learning environment. We aim to create a sense of community in our class; a place where everyone will be treated with respect and where everyone feels safe to share their ideas and perspectives. We welcome individuals of all

backgrounds, beliefs, ethnicities, national origins, gender identities, sexual orientations, religious and political affiliations – and other visible and nonvisible differences. Participants are expected to contribute to an open and inclusive environment for every other participant. If you feel this standard is violated or moving in this negative direction, please let us know (adapted from guidelines recommended by the MIT Teaching and Learning Lab at http://tll.mit.edu/).

- **Other resources:**
  - https://oge.mit.edu/development/gradsupport/
  - https://studentlife.mit.edu/s3

Spring 2022 Schedule, Topics, and Activities*

**Syllabus may change to accommodate unplanned opportunities or circumstances*

Check Canvas for most updated assignments and schedules

February 1 - Introduction to Negotiation of Two and More Stakeholders - Session 1

Exercise: Introduction to Negotiation Skills for Future Technical Experts and Leaders
Readings for class

- Susskind, Lawrence. 2014. "CODA" (197-208). *Good for You, Great for Me: Finding the Trading Zone and Winning at Win-Win Negotiation*. New York, NY: Public Affairs.
- Wheeler, Michael. 2002. "Negotiation Analysis: An Introduction." Harvard Business School Note #9-801-156 (June): 1-14.
- [Optional:] Dinnar, Samuel and Lawrence Susskind. 2019. "When Entrepreneurs Negotiate." (Chapter 3: 41-60). *Entrepreneurial Negotiation: Understanding and Managing the Relationships that Determine Your Entrepreneurial Success*. New York, NY: Palgrave Macmillian.
- [Optional:] Wheeler, Michael. 2013. "Prospecting" (Chapter 3: 36-56). *The Art of Negotiation: How to Improvise Agreement in a Chaotic World*. New York, NY: Simon & Schuster.

February 8 - Multi-stakeholder Decision Making - Session 2

Exercise: Introduction to Multi Party Negotiation
Readings for class

- Susskind, Lawrence. 2014. "Write Their Victory Speech: Build Both Offensive and Defensive Coalitions" (Chapter 4: 115-1244). *Good for You, Great for Me: Finding the Trading Zone and Winning at Win-Win Negotiation*. New York, NY: Public Affairs.

- Malhotra, Deepak, and Max Bazerman. 2008. "Negotiating from a Position of Weakness" (Chapter 11: 236-256). *Negotiation Genius: How to Overcome Obstacles and Achieve Brilliant Results at the Bargaining Table*. New York, NY: Harvard Business School – Bantam Books.
- [Optional:] Lax, David and James Sebenius. 2006. "Craft a 3-D Strategy to Overcome the Barriers" (Chapter 3: 35-50). *3-D Negotiations: Powerful Tools to Change the Game in Your Most Important Deals*. Boston, MA: Harvard Business School Press.

Feb 15 - Multiparty Negotiations - Session 3

Exercise: Internal Stakeholders

Readings for class

- Susskind, Lawrence. 2014. "When a Majority Isn't Enough" (Chapter 2: 76-85). *Good for You, Great for Me: Finding the Trading Zone and Winning at Win-Win Negotiation*. New York, NY: Public Affairs.
- Cialdini, Robert. 2016. "What's Focal is Causal" (Chapter 4: 51-66). *Pre-Suasion: A Revolutionary Way to Influence and Persuade*. New York, NY: Simon and Schuster.
- [Optional:] Susskind, Lawrence and Jeffrey Cruikshank. 2006. "Why Break Robert's Rules?" (Chapter 1: 3- 17). *Breaking Robert's Rules: The New Way to Run Your Meeting, Build Consensus, and Get Results*. New York, NY: Oxford University Press.
- [Optional:] Gino, Francesca. 2013. "What Gets Us Off Track?" (Introduction: 1-16). *Sidetracked: Why Our Decisions Get Derailed, and How We Can Stick to the Plan*. Boston, MA. Harvard Business Press.

(no session Feb 22nd due to MIT Monday Class Schedule)

Mar 1 - Multiparty Negotiations - Session 4

Exercise: Backtables and Internal Stakeholders (Part 1)

Readings for class

- Susskind, Lawrence. 2014. "Negotiating Strategic Alliances" (Chapter 2: 52-67). *Good for You, Great for Me: Finding the Trading Zone and Winning at Win-Win Negotiation*. New York, NY: Public Affairs.
- Lax, David and James Sebenius. 2006. "Get All the Parties Right" (Chapter 4: 53-68). *3-D Negotiations: Powerful Tools to Change the Game in Your Most Important Deals*. Boston, MA: Harvard Business School Press.
- [Optional:] Movius, Hallam and Susskind, Larry. 2009. Introduction and Negotiation is an Organizational Capability (Chapters 1 and 2: 1-24). *Built to Win: Creating a World-Class Negotiating Organization*. Boston, MA: Harvard Business Press.

Mar 8 - Multiparty Negotiations - Session 5

Exercise: Backtables and Internal Stakeholders (Part 2)

Readings for class

- Susskind, Lawrence. 2014. "Write Their Victory Speech - Help the Other Side Sell Your Best Deal to Their Back Table." (Chapter 4: 115-132). *Good for You, Great for Me: Finding the Trading Zone and Winning at Win-Win Negotiation*. New York, NY: Public Affairs.
- Shapiro, Daniel. 2016. "The Dual Nature of Identity" & "A Way Forward" (Chapters 2, 3: 11-28) *Negotiating the Nonnegotiable: How to Resolve Your Most Emotionally Charged Conflicts*. New York, NY: Viking Press.
- [Optional:] Kahneman, Daniel. 2011. "Frames and Realty" (Chapter 34:363-374). *Thinking, Fast and Slow*. NewYork, NY. Farrar, Strauss and Giroux.

Mar 15 - Multiparty Negotiations - Session 6

Exercise: Multiparty Negotiation (Part 1)

Readings for class

- Susskind, Lawrence and Jeffrey Cruikshank. 2006. "The Importance of Facilitation" (Chapter 5: 81- 113). *Breaking Robert's Rules: The New Way to Run Your Meeting, Build Consensus, and Get Results*. New York, NY: Oxford University Press.
- [Optional:] Dixit, Avinash and Nalebuff Barry. 1993. "Voting Strategically" (Chapter 10). *Thinking Strategically: The Competitive Edge in Business, Politics, and Everyday Life.* Norton & Company.
- [Optional:] Subramanian, Guhan. 2010. An Introduction to Negotiauctions (Chapter 7: 123-136). *Negotiauctions: New Dealmaking Strategies for a Competitive Marketplace.* New York, NY. W. W. Norton & Company.

(no session Mar 22 due to MIT Spring Break)

Mar 29 - Stakeholder Conflicts - Session 7

Exercise: Multiparty Negotiation (Part 2)

Readings for class

- Susskind, Lawrence. 2014. "Protect Yourself" (Chapter 5: 137-151). *Good for You, Great for Me: Finding the Trading Zone and Winning at Win-Win Negotiation*. New York, NY: Public Affairs.
- Susskind, Lawrence and Jeffrey Cruikshank. 1987. "Mediation and Other Forms of Assisted Negotiation" (Chapter 5: 136-185). *Breaking the Impasse: Consensual Approaches to Resolving Public Disputes*. New York, NY: Basic Books.

- [Optional:] Bowling, Daniel and Hoffman, David. 2003. "Bringing Peace into the Room" (Chapter 1). *Bringing Peace into the Room: How the Personal Qualities of the Mediator Impact the Process of Conflict Resolution*. New York, NY: John Wiley & Sons

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Apr 5 - Multiparty Negotiations - Session 8

Exercise: Facilitated Negotiation and Dispute Resolution

Readings for class

- Susskind, Lawrence. 2014. "When You Shouldn't Go It Alone" (Chapter 2: 67-76). *Good for You, Great for Me: Finding the Trading Zone and Winning at Win-Win Negotiation*. New York, NY: Public Affairs.
- [Optional:] Mnookin, Robert Peppt, Scott and Tulumello, Andrew. 2000. "The Tensions Between Principals and Agents" (Chapter 3: 69-92) and "Organizations and Multiple Parties" (Chapter 12:295-314). *Beyond Winning: Negotiating to Create Value in Deals and Disputes*. Cambridge, MA: Belknap Harvard.

Apr 12 - Multiparty Negotiations - Session 9

Capstone Exercise: Multi-stakeholder Consensus and Risks (Part 1)

Readings for class

- Susskind, Lawrence and Jeffrey Cruikshank. 2006. "What Is Consensus?" (Chapter 2: 18- 40). *Breaking Robert's Rules: The New Way to Run Your Meeting, Build Consensus, and Get Results*. New York, NY: Oxford University Press.
- [Optional:] Malhotra, Deepak, and Max Bazerman. 2008. "When Negotiations Get Ugly: Dealing with Irrationality, Distrust, Anger, Threats, and Ego" (Chapter 12: 257-279). *Negotiation Genius: How to Overcome Obstacles and Achieve Brilliant Results at the Bargaining Table*. New York, NY: Bantam Books.

Apr 19 - Building Consensus - Session 10

Exercise: Multi-stakeholder Consensus and Risks (Part 2)

Readings for class

- Susskind, Lawrence. 2014. "Expect the Unexpected" (Chapter 3: 87-114). *Good for You, Great for Me: Finding the Trading Zone and Winning at Win-Win Negotiation*. New York, NY: Public Affairs.
- Kolb, Deborah, Williams, Judith, and Frohlinger, Carol. 2010 Updated edition. "Introduction" (Pages 1-17). *Her Place at the Table: A Woman's Guide to Negotiating Five Key Challenges to Leadership Success*. New York, NY: Jossey-Bass.

- [Optional:] Malhotra, Deepak, and Max Bazerman. 2008. "Confronting Lies and Deception" (Chapter 9: 196-218). *Negotiation Genius: How to Overcome Obstacles and Achieve Brilliant Results at the Bargaining Table*. New York, NY: Bantam Books.
- [Optional:] Rule, Colin. 2002. Overview and How Does ADR Work (Chapters 1 and 2: 11-60). *Online Dispute Resolution for Business*. New York, NY: Jossey-Bass.

Apr 26 - Stakeholder Conflicts - Session 11

Capstone Exercise: Multiparty Facilitated Negotiation, Dispute Resolution and Mediation (Part 1)
Readings for class

- Susskind, Lawrence. 2014. "Mediation as Problem Solving" (Chapter 4: 132-136). *Good for You, Great for Me: Finding the Trading Zone and Winning at Win-Win Negotiation*. New York, NY: Public Affairs.
- Friedman, Gary and Himmelstein, Jack. 2008. "Radix and Argyle: The Choice to Work Through Conflict Together" (Chapter 2: 17-40). *Challenging Conflict: Mediation Through Understanding.* Chicago, Il: American Bar Association Publishing.

May 3 - Stakeholder Conflicts - Session 12

Exercise: Multiparty Facilitated Negotiation, Dispute Resolution and Mediation (Part 2)
Readings for class

- Hoffman, David and Triantafillou, Katherine. 2013. Cultural and Diversity Issues in Mediation (Chapter 8: 8-1 to 8-37) *Mediation: A Practical Guide for Mediators, Lawyers and Other Professionals.* Massachusetts Continuing Legal Education, Inc.
- Podziba, Susan. 2012. Conducting the Mediator's Assessment (Chapter 6:99-121). *Civic Fusion: Mediating Polarized Public Disputes.* Chicago, Il: American Bar Association Publishing.
- (Optional) Verdini, Bruno. 2018. "Steps to Effective Transboundary Negotiations" (Chapter 12: 183-190). *Winning Together: The Natural Resource Negotiation Playbook*. Cambridge, MA: MIT Press.

May 10 - Stakeholder Collaborations and Conflicts and Course Summary - Session 13

Exercise: Case Study
Readings for class:

- Case specific material, to be provided