

NTU EMBA
談判：合作之決策
NEGOTIATION: COLLABORATIVE DECISION MAKING

(Fall Semester, 2010)

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Saturday Afternoon Biweekly

8 Meetings: 10/16, 10/30, 11/13, 11/27, 12/11, 12/25, 01/08, 01/22

This course discusses two major types of negotiation – deal making and dispute resolution – by studying systematically how to manage the four major phases – diagnosing the situation, shaping the structure, managing the process, and assessing the results – both at and away from the negotiation table. The first part of this course emulates the basic framework and core content of Harvard University's Negotiation Program initiated by Howard Raiffa and jointly implemented by Harvard Business, Law, and Government Schools. More specifically, this part covers five topics as follows:

- Part I. Fundamentals
 - 1. Decision perspectives and game theory
 - 2. Negotiation analysis
- Part II. Two-party distributive negotiations
 - 3. Complexities: uncertainty and time
 - 4. Auction and bids
- Part III. Two-party integrative negotiations
 - 5. Template design, evaluation, and analysis
 - 6. Behavioral realities and noncooperative others
- Part IV. External help
 - 7. Facilitation and mediation
 - 8. Arbitration
 - 9. Fairness
- Part V. Many parties
 - 10. Group decisions and consensus
 - 11. Coalitions and pluralistic parties
 - 12. Multiparty interventions

The second part of this course goes beyond the basic models and dives deep into several special topics, including strategic moves, using non-peaceful means, collective bargaining, government games, international negotiation, and legal issues.

This course is designed mainly for experienced managers. It will draw important implications from game theory, transaction cost theory, and mechanism design theory. To acquaint learners with improvisational challenges often encountered in real-world negotiation, role playing and simulation will proceed with random assignment of various roles played by students. Grading will be based on individual assignment performance (30%), group assignment performance (40%) and class participation (30%).

Tentative Schedule

First Half: Basic Models

Session 1: Overview and Two-Party Distributive Negotiations

Session 2: Two-Party Integrative Negotiations

Session 3: External Help

Session 4: Many Parties Negotiation

Second Half: Special Topics

Session 5: Government Games and International Negotiations

Session 6: Strategic Moves and Using Non-Peaceful Means

Session 7: Collective Bargaining and Legal Issues

Session 8: Group Term Project Presentations

Suggested Readings

Raiffa, H. (2007), *Negotiation Analysis: The Science and Art of Collaborative Decision Making*, Harvard University Press. (Textbook)

Katz, H.C., T.A. Kochan, and A.J.S. Colvin (2008), *An Introduction to Collective Bargaining and Industrial Relation* (4th ed.), McGraw-Hill.

Lewicki, R.J., D.M. Saunders, and B. Barry (2006), *Negotiation* (5th edition), McGraw-Hill.

Lewicki, R.J., B. Barry, and D.M. Saunders (2007), *Negotiation: Readings, Exercises, and Cases* (4th edition), McGraw-Hill.

Watkins, M. (2002), *Breakthrough Business Negotiation*, Jossey-Bass.

Watkins, M. and S. Rosegrant (2001), *Breakthrough International Negotiation*, Jossey-Bass.

Mnookin, R.H., S.R. Peppet, and A.S. Tulumello (2000), *Beyond Winning*, Harvard University Press.

Tepley, L.L. (2005), *Legal Negotiation*, Thomson/West.

Malhotra, E. and M.H. Bazerman (2007), *Negotiation Genius*, Bantam Books.

Avenhaus, R. and I.W. Zartman, eds. (2007), *Diplomacy Games: Formal Models and International Negotiations*, Springer.

Harvard Business School Series:

(2003), *Negotiation*.

(2004), *Winning Negotiations That Preserve Relationships*.

(2000), *Negotiation and Conflict Resolution*.