

Search

» Advanced Search

■ [Course Home](#)■ [Syllabus](#)■ [Calendar](#)

► Readings

■ [Lecture Notes](#)■ [Assignments](#)■ [Study Materials](#)■ [Related Resources](#)■ [Discussion Group](#)■ [Download this Course](#)» [MIT OpenCourseWare](#) » [Sloan School of Management](#) » [Negotiation and Conflict Management, Spring 2001](#)

Readings

Some of the readings are drawn from these textbooks, which may also be useful for reference in the future. I assign all of Lewicki, and all of Ury. I assign brief sections of Moore. You might consider buying it if you will often be a "third party".

- Lewicki, Roy J., David M. Saunders, and John W. Minton. *Essentials of Negotiation*. 2nd ed. Irwin, 2000.
- Moore, Christopher W. *The Mediation Process*. 2nd ed. Jossey-Bass, 1996.
- Ury, William. *Getting Past No: Negotiating with Difficult People*. Bantam, 1992.
- Fisher, Roger, and William Ury. *Getting to Yes*. Arrow, 1991.

The cases mentioned below often have documents and instructions available on the [lecture notes](#) page. Other suggested books about negotiation can be found in the [related resources](#) section.

| SES # | TOPICS | READINGS |
|-------|--|---|
| 1 | Introduction and Course Overview | If you have time, read as much of <i>Essentials of Negotiation</i> as you can – at least read Chapters 1, 2, 3 and 4 which introduce the book. If you have read the book before, this edition has been revised, so – please read it again. 15.667 will make more sense if you have read these chapters – and there is a lot of writing due the following week. |
| 2 | What Kind of Negotiator am I? | Read: Rowe, Mary. <i>Options and Choice for Conflict Resolution in the Workplace</i> . In <i>Negotiation: Strategies for Mutual Gain</i> . Edited by Lavinia Hall. Sage Publications, Inc., 1993, pp. 105-119. The Exercise self-assessment is at the end. Be sure you have read the first four chapters of <i>Essentials of Negotiation</i> . Case this week: <i>Stratego Aero I</i> . |
| 3 | Distributive and Mixed Motive Bargaining | Read: Chapter 7, <i>Ethics in Negotiation</i> , in <i>Essentials of Negotiations</i> . In today's class we are concerned with ethics, and with classic, zero-sum negotiating problems – the gain of one is the loss of the other. Chapter 3 – be sure you have read it – discussed the nature of distributive bargaining. Case: Prepare your role in the <i>Terry and Josephine</i> case. If you can, prepare together with anyone who is playing the same role as you. Passages from: Cutcher-Gershenfeld, Joel, Robert McKersie, and Richard Walton, <i>Strategies for Negotiating Fundamental Change</i> , August 1996 regarding forcing and fostering organizational change. |
| 4 | Integrative and Mixed Motive Bargaining | This week there is a lot of reading, writing and case preparation but nothing to hand in. Read: <i>Essentials of Negotiations</i> – you should have read through chapter 4 – read chapter 5 on communications, and chapter 6 on power and leverage; Fisher & Ury, <i>Getting To Yes</i> , pp. 5-14 and 101-111 in the Class Notes; and the short guidelines in the Class Notes on progressive discipline for unsatisfactory performance. These readings explore the possibilities of win-win and mixed motive solutions, give background on communications in negotiation and lay out a mixed motive protocol if you have to fire someone. (Letting someone go usually should not be "win-lose"). Optional Reading Assignment about Power: Read Orson Scott Card's, <i>Enders Game</i> , Tor, 1977, science fiction, Hugo & Nebula awards. If you are able to read <i>Enders Game</i> , please consider analyzing the story briefly in your journal in terms of negotiations theory. What sources of power are used by the major actors? In real life, what sources of power are available to someone who is young, and to someone who appears to be otherwise much under the control of senior people? Are these sources of power available to you? Attractive to you? |