

11.011 The Art and Science of Negotiation
Spring 2006

Problem Set Three

Due Session 24

For this problem set you will analyze a sequence of communication and its significance for negotiation. There are three options, which are each described below. To do well you will have to carefully link observations about the interaction with one or more of the analytic frameworks we have been discussing in Part III of the class and then reason from this analysis to say something about the character and significance of communication and relationship in negotiation.

The frameworks we have discussed in Part III include:

- The patterned sequence of actions as a combination of strategic behavior and communication that we analyzed in the *Reengineering Game* and linked to trust.
- The idea of conversational norms that can vary among settings and that define different modalities of conversation that we discussed in our analysis of the second *Reengineering Game*.
- The narrative framework that we explored in *Weathers and Evans*.
- Watzlawick's axioms of communication that we drew on in our analysis of *Discount Marketplace*.

The three case options for the third problem set are:

- The *Intersoft* email exchange described in the article *Trust and Other-Anxiety in Negotiations* that Jenai Wu and I wrote.
- The *Discount Market Place* video clips and transcript.
- A follow-up to *Weathers and Evans* that explores a specific speech act as a way to open the kind of development we discussed. I suggest an apology (probably by Bill to Mary) would be interesting to explore.

To complete the assignment you need to pick one from each set and put them together in a coherent analysis. For the Intersoft case, for example, it is interesting to try to apply the "stall-comply-offer" framework we used for Reengineering 1. This can be coupled with the kind of analysis of conversational practices and norms that we developed in the second Reengineering game. It is interesting to use Watzlawick's axioms to analyze the Discount Market Place negotiation or what makes an effective apology in Weathers and Evans. Narrative can be applied to make sense of any of these cases.

Your report should address three issues. It has to summarize what you think are the important features of the analytic approach you select for your analysis. These are presumably the features you will draw on so give the reader a sense of how you understand and will use them. Your analysis should focus in detail on the sequence of interaction you select and comment on it. Finally, you should clarify what insights you derive and the significance of these insights for negotiation—including the implications for action.