

# Program on Negotiation

at Harvard Law School

2010-2011  
Executive Education  
Program Guide

*Come to Cambridge for negotiation training,  
taught by the experts who wrote the books.*

**HARVARD  
MIT  
TUFTS**

A university consortium dedicated  
to developing the theory & practice  
of negotiation and dispute resolution.



**Robert H. Mnookin**  
 Samuel Williston Professor  
 of Law, Harvard Law School;  
 Chair, Program on  
 Negotiation at Harvard  
 Law School; author of  
*Bargaining with the Devil*;  
 co-author of  
*Beyond Winning*

Dear Colleague,

Vince Lombardi said, “Winning isn’t everything — it’s the only thing.” But if you’ve tried to follow Coach Lombardi’s famous dictum, you may have discovered that football is not the same as real life.

Football is about winners and losers. In the game of life, though, sometimes everyone comes out a winner. And not by accident.

What some call a “win-win” usually is the product of purposeful negotiation. Not the take-no-prisoners, Lombardi style, but what we at Harvard call the “problem-solving approach.”

Since 1983, the Program on Negotiation at Harvard Law School has probed the secrets of this “problem-solving approach.” I say “secrets” because these techniques simply are not obvious to the average person—not even to many seasoned negotiators. In fact, they are not “secrets” so much as common sense, scientifically applied.

Negotiation is not a talent you are born with. It is a skill you can learn.

Come to Cambridge and learn a new way of resolving seemingly “intractable” disputes—and discover how to get what you want, without “giving in.”

The faculty is a Who’s Who of negotiation from Harvard and our consortium partners, MIT and Tufts.

Please accept this personal invitation to attend. We look forward to seeing you.

Sincerely,

Robert Mnookin  
 Chair, Program on Negotiation at Harvard Law School

*P.S. Become a stronger leader—discover new techniques, methods and strategies by attending the Program on Negotiation for Senior Executives. Add a one day author session and take advantage of the reduced rate.*

# 2010/2011 PROGRAM CALENDAR

	2010 SEPT.	2010 NOV.	2010 DEC.	2011 MARCH	2011 APRIL	2011 JUNE
<b>Program on Negotiation for Senior Executives</b>	20-22	15-17	6-8	28-30	18-20	20-22
<b>The Power of a Positive No</b> William L. Ury Author of <i>The Power of a Positive No</i>	23					
<b>Managerial Decision Making</b> Max H. Bazerman and Iris Bohnet Author of <i>Judgment in Managerial Decision Making</i>		18				
<b>Deal Making and Negotiauctions</b> Guhan Subramanian Author of <i>Negotiauctions</i>			9			
<b>Creating a World-class Negotiating Organization</b> Lawrence E. Susskind Author of <i>Built to Win</i>				31		
<b>Bargaining with the Devil</b> Robert H. Mnookin Author of <i>Bargaining with the Devil: When to Negotiate, When to Fight</i>					21	
<b>Negotiating International Deals</b> Jeswald W. Salacuse Author of <i>The Global Negotiator and Seven Secrets for Negotiating with Government</i>						23

AUTHOR SESSIONS

## COURSE LOCATION & HOTEL ACCOMMODATIONS



**The Charles Hotel**  
Harvard Square  
One Bennett Street  
Cambridge, MA 02138

To reserve your room, call 1.800.882.1818 or 1.617.864.1200

Room rate: \$289  
(plus tax, currently 12.45%)

Be sure to tell the hotel you are with the **Program on Negotiation**, or reserve your room online at [www.charleshotel.com](http://www.charleshotel.com) and enter the corresponding attendee code for the dates you wish to stay.

Hotel room rates are valid until the cut-off date, but are subject to availability.

**Make your reservations early—**  
[www.charleshotel.com](http://www.charleshotel.com)

### Fall 2010—

**For September program**  
Reserve by: **August 22**  
Reservation Code: **SETPON2010**

**For November program**  
Reserve by: **October 17**  
Reservation Code: **NOVPON2010**

**For December program**  
Reserve by: **November 07**  
Reservation Code: **DECPON2010**

### Spring 2011—

**For March program**  
Reserve by: **February 27**  
Reservation Code: **MARCHPON2011**

**For April program**  
Reserve by: **March 20**  
Reservation Code: **APRILPON2011**

**For June program**  
Reserve by: **May 22**  
Reservation Code: **JUNEPON2011**

## PROGRAM AGENDA

### DAY 1—

8:00-9:00 a.m. Continental Breakfast  
9:00 a.m.-5:30 p.m. Program on Negotiation for Senior Executives  
5:30-6:30 p.m. Reception

### DAY 2—

7:30-8:30 a.m. Continental Breakfast  
8:30 a.m.-5:00 p.m. Program on Negotiation for Senior Executives  
5:00-6:00 p.m. Reception

### DAY 3—

8:00-8:30 a.m. Continental Breakfast  
8:30 a.m.-4:30 p.m. Program on Negotiation for Senior Executives

### DAY 4—

8:00-8:30 a.m. Continental Breakfast  
8:30 a.m.-4:30 p.m. Author Session

## IMPROVE YOUR NEGOTIATION SKILLS

The Program on Negotiation's approach is theory-based, yet practical. You'll discover that by solving the problem together, all parties at the table "win." Learn strategies to:

- Build trust and cooperation
- Separate the people from the problem
- Turn differences into mutual gains
- And "win" by being strong but fair

*You'll learn life skills, too.* How to negotiate with peers or family members you cannot command, but whose cooperation is vital. How to structure bargaining situations for maximum return. How to keep interpersonal conflict from escalating into a deadlock. Learn the fine art of negotiating face-to-face — without losing face.

## LEARN TO NEGOTIATE WITH EASE

A dynamic, interdisciplinary research center, the Program on Negotiation at Harvard Law School (PON) serves a unique role in the world negotiation community.

PON develops new thinking on negotiation theory, creates new material for negotiation education, and nurtures a new generation of negotiation teachers and scholars.

Each year, business and government leaders, corporate trainers and corporate counsel are among the people who participate in PON's negotiation training courses.

At these courses participants:

- Learn the negotiating strategies and tactics that work best
- Develop skills that will help you deal with difficult people
- Identify situations that can be improved through negotiating

## THE PROGRAM ON NEGOTIATION FACULTY



**Eileen F. Babbitt**  
Professor of International Conflict Management Practice at the Fletcher School of Law and Diplomacy, Tufts University



**Max H. Bazerman**  
Jesse Isidor Straus Professor of Business Administration, Harvard Business School; author of *Judgment in Managerial Decision Making*; co-author of *Negotiation Genius* and *Predictable Surprises*



**Iris Bohnet**  
Professor of Public Policy, Harvard Kennedy School; director of the Women and Public Policy Program; associate director of the Harvard Decision Science



**Robert C. Bordone**  
Thaddeus R. Beal Clinical Professor of Law, Harvard Law School; Director, the Harvard Negotiation and Mediation Clinical Program



**Deepak Malhotra**  
Associate Professor of Business Administration, Harvard Business School; co-author of *Negotiation Genius*



**Robert H. Mnookin**  
Samuel Williston Professor of Law, Harvard Law School; Chair, Program on Negotiation at Harvard Law School; author of *Bargaining with the Devil*; co-author of *Beyond Winning*



**Bruce M. Patton**  
Co-founder of Harvard Negotiation Project; co-author of *Getting to YES* and *Difficult Conversations*



**Jeswald W. Salacuse**  
Henry J. Baker Professor of Law; former Dean, Fletcher School of Law and Diplomacy, Tufts University; author of *The Global Negotiator* and *Seven Secrets for Negotiating with Government*



**James Sebenius**  
Program on Negotiation Executive Committee, Vice-Chair; Practice Director of the Negotiation Roundtable; Gordon Donaldson Professor of Business Administration, Harvard Business School



**Guhan Subramanian**  
Joseph Flom Professor of Law and Business, Harvard Law School; Douglas Weaver Professor of Business Law, Harvard Business School; author of *Negotiauctions*



**Lawrence E. Susskind**  
Ford Professor of Urban and Environmental Planning, The Massachusetts Institute of Technology; author of *Built to Win*; co-author of *Breaking Robert's Rules* and *Breaking the Impasse*



**William L. Ury**  
Co-author of *Getting to YES*; author of *Getting Past No: Negotiating with Difficult People* and *The Power of a Positive No*



**Michael Wheeler**  
Class of 1952 Professor of Management Practice, Harvard Business School; Editor, *Negotiation Journal*; co-author of *What's Fair: Ethics for Negotiators*

**FACULTY BIOGRAPHIES**  
Faculty biographies can be found online.

## PARTICIPATE IN THE FOUNDATION COURSE \_\_\_\_\_

### THE PROGRAM ON NEGOTIATION FOR SENIOR EXECUTIVES

At the Program on Negotiation for Senior Executives, we will help you develop a powerful, practical and efficient approach which we believe can significantly improve your negotiating performance. "Mutual gains negotiations" combines the successful strategies framework of experienced negotiators with proven theory to help you:

- Prepare for negotiations more effectively
- Avoid typical "win-lose" situations
- Deal better with those who play outside the rules

#### Learn To Be a Better Negotiator

We believe you can learn to achieve better outcomes; become more proficient in long-term decision making; enhance your leadership skills; and more easily reach consensus with people working around you.

We have developed a pragmatic negotiation process which allows you to deal with the kinds of complex problems you face every day. You'll learn how to build a framework for successful negotiation through expert presentations and interactive simulations. You'll also learn the elements of mutual gains negotiation:

- Know your BATNA (Best Alternative To a Negotiated Agreement)
- Distinguish interests from positions
- Invent options without committing
- Insist on objective criteria
- Learn how to maximize joint gains

The Program on Negotiation for Senior Executives features a variety of simulations and exercises that allow you to put key lessons immediately into practice. We will focus on six elements crucial to any successful negotiation:

1. Setting the Stage for Productive Negotiations: Diagnosing the Negotiation Problem
2. Negotiating Better Outcomes: Building Successful Relationships
3. Dealing With Obstacles and Complicating Factors
4. Dealing with Difficult People and Difficult Situations
5. Diagnosing and Responding to Manipulative Hard Bargaining Tactics
6. Putting It all Together: Applying the Theory to Real-World Difficult Negotiations

Register today to learn how to solve difficult, real-world problems!

## PROGRAM PRICING & TEAM ATTENDANCE \_\_\_\_\_

#### Program Pricing

Register for the Program on Negotiation for Senior Executives, and you have the option to register for one of the author sessions at a total discounted rate. Attend both courses and save.

Program on Negotiation for Senior Executives \_\_\_\_\_ \$2,997  
Author Session \_\_\_\_\_ \$ 997

Save \$400 when you attend both:

Program on Negotiation for Senior Executives + Author Session \_\_\_\_ \$3,594

#### Team Attendance

We offer a discount for groups attending the Program on Negotiation for Senior Executives. The following pricing structure applies:

- 1-2 participants: Full price
- 3-5 participants: 15% off of full-price registration
- 6-10 participants: 20% off of full-price registration
- 10+ participants: 25% off of full-price registration

There is not a special rate for non-profit organizations.



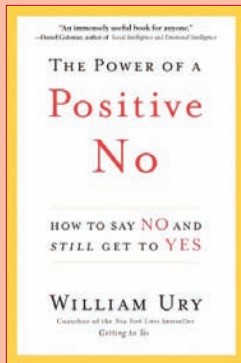
#### WHO SHOULD ATTEND

This course is appropriate for executives who face the pressures of resolving conflicts:

- Chief Executive Officers
- Presidents
- Board Chairs and Board Members
- Executive Vice Presidents
- Directors of Operations
- Directors of Administration
- Directors of Human Resources
- Directors of Marketing
- Directors of Sales



**William L. Ury**  
 Co-author of *Getting to YES*; author of *Getting Past No: Negotiating with Difficult People*, and *The Power of a Positive No*



“Suffice it to say that if I’d had and used this book for the last 25 years, I would have doubtless avoided innumerable heartaches and headaches, and tattered personal and professional relationships.”

—Tom Peters, author of *In Search of Excellence*

## NEGOTIATION: WE WROTE THE BOOKS ON IT! \_\_\_\_\_

September 23, 2010

### THE POWER OF A POSITIVE NO

Dr. William L. Ury

#### Getting to “Yes” Through the Power of a “Positive No”

How can you say “No” to customers – external or internal – who are pressing you to do something not in your organization’s interest? How can you say “No” to an overly demanding employee or a demanding boss without hurting a valuable relationship? How can you save the deal and the relationship and still say “No”?

Saying “No” the right way may be the single most valuable skill in negotiation—absolutely key to getting to “Yes”. As you will learn in this one-day course, the secret to saying “No” while protecting and advancing your core interests without compromising relationships lies in the art of a “Positive No.”

Saying “No” in a positive way can have a profound impact on the quality of our lives, our success at work, and our happiness at home. A “Positive No” can bring us closer, more authentic relationships without jeopardizing our integrity. Dr. Ury will show you how to use constructive engagement rather than allowing your negotiations to dissolve into destructive conflict.

In this course, you will learn how to:

- Protect your own interests (while respecting those of others)
- Reduce stress and anxiety
- Defuse attacks, manipulation, and guilt tactics
- Build healthier relationships to produce win-win outcomes

Combining lecture and class discussion, the course will help you learn how to integrate “Yes” and “No” in a positive way, creating time and space for what truly matters—protecting what you value.

A copy of *The Power of a Positive No* will be provided to each participant at the program as part of the course.

Professor Ury co-founded Harvard’s Program on Negotiation and is currently a Senior Fellow of the Harvard Negotiation Project. He is the co-author (with Roger Fisher) of *Getting to Yes: Negotiating Agreement Without Giving In*, an eight-million-copy best seller translated into over thirty languages. Professor Ury is also author of the award-winning *Getting Past No: Negotiating with Difficult People* and *Getting To Peace*.

Trained as a social anthropologist, with a B.A. from Yale and a Ph.D. from Harvard, Professor Ury has carried out his research on negotiation not only in the boardroom and at the bargaining table but also among the Bushmen of the Kalahari and the clan warriors of New Guinea.

#### PROGRAM PRICING

Register for the **Program on Negotiation for Senior Executives** and you have the option to register for **Getting to “Yes” Through the Power of a “Positive No”** at a total discounted rate. Attend both courses and save. See back for schedule and registration.

Program on Negotiation for Senior Executives \_\_\_\_\_ \$2,997

Author Session \_\_\_\_\_ \$ 997

Save \$400 when you attend both:

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# NEGOTIATION: WE WROTE THE BOOKS ON IT! \_\_\_\_\_

November 18, 2010

## MANAGERIAL DECISION MAKING

Professor Max Bazerman and Professor Iris Bohnet

### Improving Your Decision Making by Changing Your Behavior

In most situations requiring careful judgment, personal biases inevitably enter into the equation. Is it possible to overcome these biases and improve judgment and decision making capabilities? We believe that the answer is yes!

Effective training can offer significant improvement on the quality of managerial judgment. In this one-day course, which combines lecture, hands-on decision exercises, and class discussion, you will explore how to overcome personal and other biases and make better managerial decisions. You will also leave with clear strategies for making more rational decisions.

The program is based on the book *Judgment in Managerial Decision Making, 7th Edition*, which embeds behavioral decision research into the organizational realm. While examining judgment in a variety of organizational and managerial contexts, you will gain practical strategies for changing and improving your decision making processes so that they become part of your permanent behavior.

This course is ideally suited for those seeking to make permanent improvements to their judgment and decision making capabilities. Participants will learn how to:

- Evaluate current thinking in competitive environments
- Determine what they do well
- Identify potential areas where improvement is possible

Lessons in this course may be applied to all aspects of your professional career, including investments, negotiations, strategic decisions, and marketing.

A copy of *Judgment in Managerial Decision Making, 7th Edition*, will be provided to each participant at the program as part of the course.

Professor Bazerman is the author, co-author, or co-editor of sixteen books (including *Negotiation Genius* with Deepak Malhotra) and over 200 research articles and chapters. He has been consistently named one of the top 40 authors, speakers, and teachers of management by Executive Excellence. Professor Bazerman's research focuses on decision making, negotiation, and creating joint gains in society.

Professor Bohnet teaches decision making and negotiation in both degree and executive programs. She is an associate director of the Laboratory for Decision Science, and faculty co-chair of the executive program Global Leadership and Public Policy for the 21st Century for the World Economic Forum's Young Global Leaders. Professor Bohnet's research focuses on decision making, and on the causes and consequences of trust, often with a cross-cultural and gender focus. A Swiss citizen, she holds a Ph.D. in Economics from the University of Zurich.



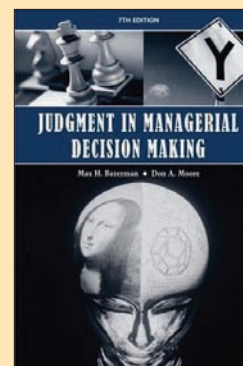
**Max H. Bazerman**

Jesse Isidor Straus Professor of Business Administration, Harvard Business School; co-author of *Negotiation Genius* and *Predictable Surprises*; co-author of *Judgment in Managerial Decision Making*



**Iris Bohnet**

Professor of Public Policy, Harvard Kennedy School; director of the Women and Public Policy Program; associate director of the Harvard Decision Science Laboratory



Every individual is influenced by his or her own biases to some extent. Drawing on the very latest behavioral decision research, *Judgment in Managerial Decision Making, Seventh Edition* examines judgment in a variety of managerial contexts and provides important insights that can help you make better managerial decisions.

### PROGRAM PRICING

Register for the **Program on Negotiation for Senior Executives** and you have the option to register for **Improving Your Decision Making by Changing Your Behavior** at a total discounted rate. Attend both courses and save. See back for schedule and registration.

Program on Negotiation for Senior Executives \_\_\_\_\_ \$2,997

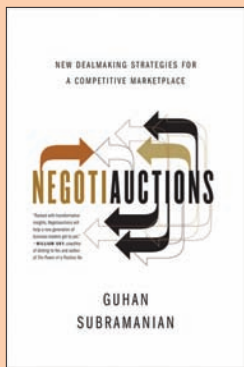
Author Session \_\_\_\_\_ \$ 997

Save \$400 when you attend both:

Program on Negotiation for Senior Executives + Author Session \_\_\_\_\_ \$3,594



**Guhan Subramanian**  
Joseph Flom Professor of Law and Business, Harvard Law School; Douglas Weaver Professor of Business Law, Harvard Business School; author of *Negotiauctions*



Delving into case studies as diverse as buying a house, haggling over the rights to the television show *Frasier*, and selling “toxic” assets into the U.S. government’s bailout fund, Subramanian combines meticulous research, field experience, and classroom-tested strategies to create an indispensable guide for anyone involved in buying or selling everything from cars to corporations.

## NEGOTIATION: WE WROTE THE BOOKS ON IT! \_\_\_\_\_

December 9, 2010

### DEAL MAKING AND NEGOTIAUCTIONS

Professor Guhan Subramanian

#### Navigating the Complex World of “Negotiauctions” for Buyers and Sellers of High-Value Assets

Assets often change hands through sales mechanisms that freely combine elements of both negotiation and auction. Moreover, negotiators often find themselves “fighting on two fronts”—across the table and on the same side of the table—with known, unknown, or potential competitors.

This one-day course offers strategies for playing effectively in the messy middle ground between negotiations and auctions known as negotiauctions—where the rules of the game are themselves up for discussion.

By distilling practical implications of negotiation and auction theory and examining the static mechanisms used for real-world situations, *Navigating the Complex World of “Negotiauctions” for Buyers and Sellers of High-Value Assets* provides valuable insights for both buyers and sellers of high-value assets. Participants will learn, for example, how thinking through just the first few moves and countermoves can yield insights for the bargaining table that go beyond what the typical emotionally-charged deal maker, in the “heat of battle,” is able to contemplate. In a format that combines lecture, case studies, and class discussion, participants will be given a chance to try out these specific strategies through complex, multi-party negotiation simulations.

The class will also explore negotiauction set up, re-arranging, and shutdown moves—moves that mean the difference between a deal and no deal and distinguish great deal makers from very good deal makers.

This course will take place on December 9, 2010, and combines lecture, case studies, and class discussion based on Professor Subramanian’s book *Negotiauctions*.

One copy of *Negotiauctions* will be provided to each participant as part of the course.

Professor Subramanian’s research explores topics in negotiations, corporate deal making, and deal process design. He has published articles in the *Stanford Law Review*, the *Yale Law Journal*, the *Harvard Business Review*, and the *Harvard Law Review*, among other places. His work has been featured in the *Wall Street Journal*’s “Heard on the Street” column, the *New York Times*, the *American Lawyer*, *The Deal*, and *Corporate Control Alert*. This new book synthesizes the findings from his research and teaching over the past decade.

Professor Subramanian is the only person in the history of Harvard University to hold tenured appointments at both Harvard Law School and Harvard Business School.

#### PROGRAM PRICING

Register for the **Program on Negotiation for Senior Executives** and you have the option to register for *Navigating the Complex World of “Negotiauctions” for Buyers and Sellers of High-Value Assets* at a total discounted rate. Attend both courses and save. See back for schedule and registration.

Program on Negotiation for Senior Executives \_\_\_\_\_ \$2,997

Author Session \_\_\_\_\_ \$ 997

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# NEGOTIATION: WE WROTE THE BOOKS ON IT! \_\_\_\_\_

March 31, 2011

## CREATING A WORLD-CLASS NEGOTIATING ORGANIZATION

Professor Lawrence E. Susskind

### Establishing Competitive Advantage by Creating a World-Class Negotiating Organization

While corporations generally consider revenue growth, cost management innovation, customer engagement, and leadership development as mission-critical capabilities, they often fail to see that the art of negotiation is a key component of success in all these areas. Even those organizations that have identified negotiation as a core competency spend vast amounts on off-the-shelf negotiation training for their employees, yet fail to achieve an appropriate return on that investment.

This interactive course is designed to produce measurable and continuous improvement in your organization's negotiating capacity without a huge expenditure.

Combining lecture, instructional video, role-play simulations, and class discussion, the program recasts negotiation as a core business process, rather than merely an individual skill. It incorporates the ideas and methods presented in *Built to Win* by Lawrence Susskind and Hallam Movius, offering a prescriptive, tools-driven, three-phase model that walks organization leaders (from CEOs to sales managers) through:

- Assessment of current negotiation performance
- Alignment of incentives and goals
- Set up of metrics and systems to perpetuate learning

Participants will learn how to develop a world-class negotiating organization capable of reaching consistently higher-value agreements that can be implemented while also protecting valuable relationships and reputations. Other important topics addressed during the course are:

- Negotiation as an organizational—not individual—capability
- Negotiation audits—assessment of current challenges and opportunities
- The Viatex Game—creating a culture of learning
- Building a learning portal—how to sustain your new competitive advantage

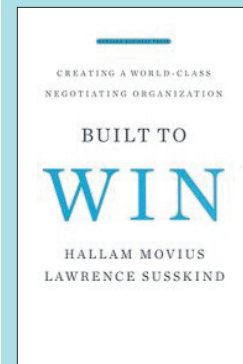
A copy of *Built to Win* will be provided to each participant at the program as part of the course.

Professor Susskind has taught at MIT for more than 35 years and is the author or co-author of 18 books including, *Breaking Robert's Rules: The New Way to Run Your Meeting*, *Build Consensus and Get Results* and *Multiparty Negotiation*. Two of his books, *The Consensus Building Handbook* and *Dealing with An Angry Public*, won best dispute resolution book of the year awards.

Professor Susskind received a BA from Columbia University in English Literature in 1968, a Master of City Planning from MIT in 1970 and a PhD in Urban and Regional Planning from MIT in 1973.



**Lawrence E. Susskind**  
Ford Professor of Urban and Environmental Planning, The Massachusetts Institute of Technology; co-author of *Built to Win*, *Breaking Robert's Rules* and *Breaking the Impasse*



This ground-breaking book lays out a more holistic—and less expensive—strategy, one that charges leaders with making negotiation a core organizational competence.

### PROGRAM PRICING

Register for the **Program on Negotiation for Senior Executives** and you have the option to register for **Establishing Competitive Advantage by Creating a World-Class Negotiating Organization** at a total discounted rate. Attend both courses and save. See back for schedule and registration.

Program on Negotiation for Senior Executives \_\_\_\_\_ \$2,997

Author Session \_\_\_\_\_ \$ 997

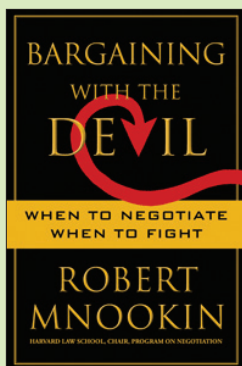
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Questions? Call +1 201.445.4811



**Robert H. Mnookin**  
 Samuel Williston  
 Professor of Law,  
 Harvard Law School;  
 Chair, Program on  
 Negotiation at Harvard  
 Law School; author of  
*Bargaining with the  
 Devil*; co-author  
 of *Beyond Winning*



“Mnookin, head of Harvard’s Program on Negotiation, combines business, history, philosophy and psychology to present a complete set of tools for confronting “Devils,” defined as any individual perceived as a harmful adversary. Along with cogent analysis, Mnookin suggests four general guidelines for determining the best course of action: systematically compare the cost-benefit ratios of negotiating or fighting, collect advice from others, tip the scales in favor of negotiation before fully committing, and don’t allow moral intuition to override pragmatic assessment. While Mnookin admits his suggestions are “hardly the last word,” they will help decision-makers focus their thoughts in challenging situations.”

—Publishers Weekly

## NEGOTIATION: WE WROTE THE BOOKS ON IT! \_\_\_\_\_

April 21, 2011

### **BARGAINING WITH THE DEVIL**

Professor Robert H. Mnookin

#### **Dealing with the Devil at the Bargaining Table...and Everywhere Else**

In today’s world, the Devil has many faces—terrorist, kidnapper, suicide bomber, even the head of a rogue nation—and we rely on our nation’s leaders to make the appropriate decisions on coping with the threats these Devils pose.

There are Devils, too, in our own lives. They may appear in corporate as well as private disputes. One business partner betrays the other. A competitor steals your company’s intellectual property. A spouse makes extortionist demands at the end of a marriage.

The Devil can be defined as anyone perceived as a harmful adversary. In this one-day course, you will learn how to decide whether to negotiate or fight with the Devils you encounter in your everyday life or whether to just walk away. The program, which is based on Professor Mnookin’s book *Bargaining with the Devil* and takes place April 21, 2011, teaches you how to arrive at a “wise decision” about how to deal with the Devils and avoid emotional, strategic, and political traps.

Along with cogent analysis, the course examines four general guidelines for determining the best course of action:

- Systematically comparing the cost-benefit ratios of negotiating or fighting
- Collecting advice from others
- Tipping the scales in favor of negotiation before fully committing
- Not allowing moral intuition to override pragmatic assessment

This course is ideally suited for attendees who wish to become more effective in conflict negotiation, prevention, and management in their daily transactions. Learn how to:

- Evaluate the costs and benefits of alternative courses of action
- Avoid the psychological and emotional traps that distort clear thinking
- Make wise decisions

Lessons learned in this course will help decision makers focus their thoughts in a variety of challenging situations. A copy of *Bargaining with the Devil* will be provided to each participant at the program as part of the course.

Professor Mnookin is co-author of *Beyond Winning* and a member of the CPR Institute’s National Panel of Distinguished Neutrals. He has resolved a large number of complex disputes, and has also served as a consultant to a number of governments and international agencies.

Professor Mnookin received his A.B. in Economics from Harvard College in 1964 and his law degree from Harvard Law School in 1968.

#### **PROGRAM PRICING**

Register for the **Program on Negotiation for Senior Executives** with the option to register for **Dealing with the Devil at the Bargaining Table...and Everywhere Else** at a total discounted rate. Attend both courses and save. See back for schedule and registration.

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Author Session \_\_\_\_\_ \$ 997

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# NEGOTIATION: WE WROTE THE BOOKS ON IT! \_\_\_\_\_

June 23, 2011

## NEGOTIATING BETTER INTERNATIONAL DEALS

Professor Jeswald W. Salacuse

### Strategies for Success at the International Negotiating Table

In this one-day program, you will learn how to navigate the complex processes and obstacles of global business in order to make and preserve profitable international business transactions and relationships. And, since governments—whether local, state, national or foreign—are usually involved either at the table or behind the scenes in any international business deal, this course also highlights the special challenges of negotiating with governments and the winning strategies for securing governmental approval.

This one day course, which takes place June 23, 2011, is based on Professor Salacuse's books *The Global Negotiator—Making, Managing, and Mending Deals Around the World in the Twenty-First Century* and the *Seven Secrets for Negotiating with Government*. Participants will be provided with both books at the workshop as part of the course.

Each of the three sessions in this course combine lecture, hands-on negotiating exercises, and class discussions. Throughout the program, participants are prepared for real-world international negotiations by learning to move step-by-step through each phase of negotiations in a way that leads to business success. Particular attention will be paid to:

- Making international deals and profitable agreements with foreign partners, customers or governments.
- Managing international deals and relationships that will advance the interests of all participants.
- Resolving conflicts that arise in the course of international business relationships.

This course is ideally suited for experienced corporate attendees who wish to become more effective in conflict negotiation, prevention, and management in their international business transactions. Lessons learned in this workshop can also be applied to personal relationships and many other facets of life.

Professor Salacuse is a specialist in international investment law, international negotiation, and international business transactions. He has been a consultant to multinational companies, government agencies, international organizations, universities, foundations and foreign governments around the world. He is a member of the Council on Foreign Relations, and the American Law Institute.

Professor Salacuse is the author of several books and has lectured widely on the law. He holds a J.D. from Harvard Law School, an A.B. from Hamilton College, and a diploma from the University of Paris.

#### PROGRAM PRICING

Register for the **Program on Negotiation for Senior Executives** and you have the option to register for **Strategies for Success at the International Negotiating Table** at a total discounted rate. Attend both courses and save. See back for schedule and registration

Program on Negotiation for Senior Executives \_\_\_\_\_ \$2,997

Author Session \_\_\_\_\_ \$ 997

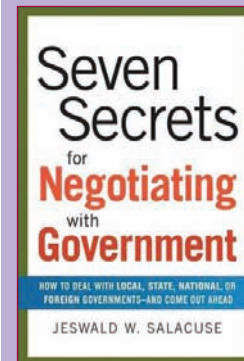
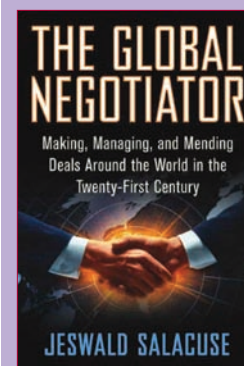
Save \$400 when you attend both:

Program on Negotiation for Senior Executives + Author Session \_\_\_\_\_ \$3,594



**Jeswald W. Salacuse**

Henry J. Baker Professor of Law; former Dean, Fletcher School of Law and Diplomacy, Tufts University; author of *The Global Negotiator* and *Seven Secrets for Negotiating with Government*



“...A comprehensive guide to handling all types of deals.”

—Review

“This unique, outstanding guidebook breaks down the intricacies of international negotiations into understandable segments and provides the tools to ensure success in the creation, management, and remediation of international deals.”

—Library Journal,  
Best Business Books 2003

“This handbook offers advice covering the life of an international agreement...”

—Theodore Kinni, Richmond  
Times-Dispatch

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Program on  
Negotiation  
at Harvard Law School

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Take advantage of this outstanding opportunity to learn negotiation, deal-making and problem-solving skills from the world's leading experts in negotiation and conflict resolution.

*“By far the best seminar I have attended in my career.  
The approach, curriculum and instructors were excellent.”*

—Taylor Henderson, Manager, Development  
Renewable Energy Systems Americas, Inc.

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A university consortium dedicated  
to developing the theory & practice  
of negotiation and dispute resolution.

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# PROGRAM REGISTRATION

Program on Negotiation for Senior Executives	# Attendees	x	Price per Attendee	Cost
September 20-22, 2010		x	\$2,997.00	
November 15-17, 2010		x	\$2,997.00	
December 6-8, 2010		x	\$2,997.00	
March 28-30, 2011		x	\$2,997.00	
April 18-20, 2011		x	\$2,997.00	
June 20-22, 2011		x	\$2,997.00	
Author Session	# Attendees	x	Price per Attendee	Cost
September 23, 2010 The Power of a Positive No		x	\$ 997.00	
November 18, 2010 Managerial Decision Making		x	\$ 997.00	
December 9, 2010 Deal-making & Negotiauctions		x	\$ 997.00	
March 31, 2011 Creating a World-class Negotiation Organization		x	\$ 997.00	
April 21, 2011 Bargaining with the Devil		x	\$ 997.00	
June 23, 2011 Negotiating International Deals		x	\$ 997.00	
Combined Program on Negotiation for Senior Executives and Author Session	# Attendees	x	Price per Attendee	Cost
Please mark the dates above you wish to attend.		x	\$3,594.00	
			<b>Discount Code:</b>	
			<b>Total Cost:</b>	

## TEAM ATTENDANCE

We offer a discount for groups attending the Program on Negotiation for Senior Executives. The following pricing structure applies:

- 1-2 participants: Full price
- 3-5 participants: 15% off of full-price registration
- 6-10 participants: 20% off of full-price registration
- 10+ participants: 25% off of full-price registration

There is not a special rate for non-profit organizations.

[Register Online >> www.executive.pon.harvard.edu](http://www.executive.pon.harvard.edu)

## ATTENDEE REGISTRATION

Please complete all information

Mr/Ms/Dr \_\_\_\_\_ First Name \_\_\_\_\_ Last Name \_\_\_\_\_ Title \_\_\_\_\_  
 Organization \_\_\_\_\_ Address \_\_\_\_\_ City \_\_\_\_\_ State/Province \_\_\_\_\_  
 Country \_\_\_\_\_ Zip/Postal Code \_\_\_\_\_ Phone \_\_\_\_\_ Fax \_\_\_\_\_  
 E-mail \_\_\_\_\_ Full Name on Badge \_\_\_\_\_ Full Name on Certificate \_\_\_\_\_

## TEAM REGISTRATION

(Others registering with me)

Mr/Ms/Dr \_\_\_\_\_ First Name \_\_\_\_\_ Last Name \_\_\_\_\_ Title \_\_\_\_\_  
 Organization \_\_\_\_\_ Address \_\_\_\_\_ City \_\_\_\_\_ State/Province \_\_\_\_\_  
 Country \_\_\_\_\_ Zip/Postal Code \_\_\_\_\_ Phone \_\_\_\_\_ Fax \_\_\_\_\_  
 E-mail \_\_\_\_\_ Full Name on Badge \_\_\_\_\_ Full Name on Certificate \_\_\_\_\_

Mr/Ms/Dr \_\_\_\_\_ First Name \_\_\_\_\_ Last Name \_\_\_\_\_ Title \_\_\_\_\_  
 Organization \_\_\_\_\_ Address \_\_\_\_\_ City \_\_\_\_\_ State/Province \_\_\_\_\_  
 Country \_\_\_\_\_ Zip/Postal Code \_\_\_\_\_ Phone \_\_\_\_\_ Fax \_\_\_\_\_  
 E-mail \_\_\_\_\_ Full Name on Badge \_\_\_\_\_ Full Name on Certificate \_\_\_\_\_

Attach first and last name, name on badge, name on certificate, title, company, address, phone number, and e-mail for each additional attendee.

**A note about team attendance:** Others who have taken part in the Program on Negotiation for Senior Executives have found team attendance to be beneficial. Team members do not interact with each other during negotiation exercises but are assigned other negotiating partners at random. The benefit is exposure to a wide range of negotiating styles and approaches, and a common baseline for approaching negotiation back at work.

## PAYMENT OPTIONS

Check enclosed    Credit Card:  VISA     MasterCard     American Express

Card Number \_\_\_\_\_ Expiration \_\_\_\_\_  
 Name on Card \_\_\_\_\_ Signature \_\_\_\_\_

Please make checks payable in U.S. dollars to Harvard University. Full payment is required prior to the program.

## MAIL OR FAX COMPLETED FORM TO CUSTOMER SERVICE

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Attendance at all programs will be reserved on a first-come, first-served basis.

## CANCELLATIONS AND SUBSTITUTIONS

View the Cancellations and Substitutions policies online at [www.executive.pon.harvard.edu](http://www.executive.pon.harvard.edu), within the Frequently Asked Questions section. Topics and faculty may change without notice.

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# 2010/2011 PROGRAM CALENDAR

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## About the Program on Negotiation at Harvard Law School

The Program on Negotiation at Harvard Law School (PON) is a university consortium dedicated to developing the theory and practice of negotiation and dispute resolution. As a community of scholars and practitioners, PON serves a unique role in the world negotiation community.

Founded in 1983 as a special research project at Harvard Law School, PON includes faculty, students, and staff from Harvard University, Massachusetts Institute of Technology and Tufts University.

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Fantastic and worth the trip from the United Kingdom for sure!

—Helen King,  
United Kingdom Department  
for International Development

A critical topic impacting virtually every aspect of my day. The tools I learned here will be immediately used and valued in helping me do my job.

—Scott Nelson,  
Chief Executive Officer,  
Biotech Pharmacy, Inc.

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Program on Negotiation  
Harvard Law School  
Pound Hall 513  
1563 Massachusetts Avenue  
Cambridge, Massachusetts 02138

## SEPTEMBER 2010

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SEPTEMBER 20-22

**Program on Negotiation for Senior Executives**

SEPTEMBER 23

**The Power of a Positive No**

William Ury

Author of *The Power of a Positive No*

## NOVEMBER 2010

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NOVEMBER 15-17

**Program on Negotiation for Senior Executives**

NOVEMBER 18

**Managerial Decision Making**

Max Bazerman and Iris Bohnet

Author of *Judgment in Managerial Decision Making*

## DECEMBER 2010

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DECEMBER 6-8

**Program on Negotiation for Senior Executives**

DECEMBER 9

**Deal Making and Negotiauctions**

Guhan Subramanian

Author of *Negotiauctions*

## MARCH 2011

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MARCH 28-30

**Program on Negotiation for Senior Executives**

MARCH 31

**Creating a World-class Negotiating Organization**

Lawrence Susskind

Author of *Built to Win*

## APRIL 2011

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APRIL 18-20

**Program on Negotiation for Senior Executives**

APRIL 21

**Bargaining with the Devil**

Robert Mnookin

Author of *Bargaining with the Devil:*

*When to Negotiate, When to Fight*

## JUNE 2011

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JUNE 20-22

**Program on Negotiation for Senior Executives**

JUNE 23

**Negotiating International Deals**

Jeswald Salacuse

Author of *The Global Negotiator* and

*Seven Secrets for Negotiating with Government*

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