

Psychology and Negotiations

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Course Outline

Negotiation is the *art and science of securing agreements* between two or more interdependent parties by advancing one's interests through joint decision-making. Negotiations involve social interactions that determine which parties get their interests and goals fulfilled, or thwarted, and are necessary whenever our goals cannot be attained without the cooperation of others. Although negotiations are a ubiquitous part of life –involving, among others co-workers, competitors, friends, and spouses, most of us know very little about the psychology and strategy of effective negotiations.

This course will expand your understanding of negotiations by presenting insights largely stemming from decades of psychological research on influence, judgment, cognition, and decision-making. The material of the course will be based on readings from books and scientific articles, which will provide key findings on systematic regularities in psychology and their linkages with negotiations, and also prescriptive advice on how to negotiate. Thus it will enable you to gain expertise in how to analyze your own negotiation experiences.

Main readings

Main Books

Robert B. Cialdini. *Influence: The Psychology of Persuasion*. Revised edition. Harper Business, 2006.
Daniel Kahneman. *Thinking Fast and Slow*. Farrar, Straus and Giroux, 2013.

Other Books

Deepak Malhotra and Max H. Bazerman. *Negotiation Genius: How to Overcome Obstacles and Achieve Brilliant Results at the Bargaining Table and Beyond*. Bantam, 2008.

Power, Influence, and Persuasion: Sell Your Ideas and Make Things Happen. (Harvard Business Essentials Series), Harvard Business School Press. 2005.

Negotiation (Harvard Business Essentials Series), Harvard Business School Press, 2003.

Nick Kolenda. *Methods of Persuasion: How to Use Psychology to Influence Human Behavior.* Kolenda Entertainment, LLC. 2013.

Olivier Sibony. *You're About to Make a Terrible Mistake: How Biases Distort Decision-Making and What You Can Do to Fight Them.* Little, Brown Spark 2020.

Supplementary material

Roger Fisher and William Ury. *Getting to Yes.* Third Edition. Penguin, 2011.

Robert B. Cialdini and Noah J. Goldstein. *The Science and Practice of Persuasion.* The Cornell Hotel and Restaurant Administration Quarterly, 2002, 43(2), 40-50.

Deepak Malhotra and Max H. Bazerman. *Psychological Influence in Negotiation: An Introduction Long Overdue.* Journal of Management, 2008, 34(3), 509-531.

Tanya Alfredson and Azeta Cungu. *Negotiation Theory and Practice: A Review of the Literature.* Food and Agriculture Organization of the United Nations, FAO, 2008.

Carsten K. De Dreu, Bianca Beersma, Wolfgang Steinel, Gerben A. Van Kleef. The psychology of negotiation: Principles and basic processes. In Arie W. Kruglanski, E. Tory Higgins (Editors), *Social Psychology, Second Edition: Handbook of Basic Principles*, Second Edition, 2007.

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Detailed Course Material and Reading List

1. Introduction in the Psychology of Negotiations

Basic Material

- *Negotiation*. (Harvard Business Essentials Series), Harvard Business School Press, 2003.
- *Power, Influence, and Persuasion: Sell Your Ideas and Make Things Happen*. (Harvard Business Essentials Series), Harvard Business School Press. 2005.

Complementary reading

- Deepak Malhotra and Max H. Bazerman. *Psychological Influence in Negotiation: An Introduction Long Overdue*. Journal of Management, 2008, 34(3), 509-531.
- Tanya Alfredson and Azeta Cungu. *Negotiation Theory and Practice: A Review of the Literature*. Food and Agriculture Organization of the United Nations, FAO, 2008.

2. Influence and Negotiations

Basic reading

- Robert B. Cialdini. *Influence: The Psychology of Persuasion*. Revised edition. Harper Business, 2006.

Complementary reading

- Robert B. Cialdini and Noah J. Goldstein. *The Science and Practice of Persuasion*. The Cornell Hotel and Restaurant Administration Quarterly, 2002, 43(2), 40-50.
- Gregory M. Walton. *The New Science of Wise Psychological Interventions*. Current Directions in Psychological Science 23(1) 73–82, 2014.
- Jerry M. Burger and Deanna Caputo. *The low-ball compliance procedure: a meta-analysis*. Social Influence, 2015.
- Mark R. Leary. *Making Sense of Self-Esteem*. Current Directions in Psychological Science 8(1), 1999.
- Susan T. Fiske, Lasana T. Harris, Amy J. C. Cuddy. *Why Ordinary People Torture Enemy Prisoners*. Science 306, 5701, 1482–1483, 2004.
- C. Nathan DeWall and Brad J. Bushman. *Social Acceptance and Rejection: The Sweet and the Bitter*. Current Directions in Psychological Science 20(4) 256–260, 2011.
- Jerry M. Burger. *Conformity and Obedience*. In R. Biswas-Diener & E. Diener (Eds), Noba textbook

series: Psychology, 2019. <https://nobaproject.com/modules/conformity-and-obedience>.

- Jon Azpiri. Capilano Suspension Bridge is a perfect love laboratory. *The Georgia Straight*, February 9th, 2011.
- Franklin, R. G. and L. Zebrowitz. *Attraction and beauty*. In R. Biswas-Diener & E. Diener (Eds), Noba textbook series: Psychology, 2019. <https://nobaproject.com/modules/attraction-and-beauty>
- Mark Van Vugt and Allen E. Grabo. *The Many Faces of Leadership: An Evolutionary-Psychology Approach*. *Current Directions in Psychological Science* 24(6), 484–489, 2015.
- Leslie A. Zebrowitz, Joann M. Montepare. *Appearance DOES Matter*. *Science* 308(5728), 1565-1566, 2005.

3. Psychology and Behavior in Decision Making and Negotiations

Basic reading

- Daniel Kahneman. *Thinking Fast and Slow*. Farrar, Straus and Giroux, 2013.

Complementary reading

- Christer Jönsson. *A Cognitive Approach to International Negotiation*. *European Journal of Political Research* 11, 139-150, 1983.
- Christer Jönsson. *Cognitive Theory*. In V. Kremenjuk (editor), *International Negotiation: Analysis, Approaches, Issues* (2nd edition), 2003.
- John F. Dovidio and Samuel L. Gaertner. *Reducing Prejudice: Combating Intergroup Biases*. *Current Directions in Psychological Science*, 8(4) 101-105, 1999.
- Shai Danziger, Jonathan Levav and Liora Avnaim-Pesso. *Extraneous factors in judicial decisions*. *Proceedings of the National Academy of Sciences*, 108 (17) 6889-6892, 2011.
- Daniel Gilbert. *Buried by bad decisions*. *Nature* 474 275–277, 2011.
- David Dunning and Emily Balcetis. *Wishful Seeing: How Preferences Shape Visual Perception*. *Current Directions in Psychological Science*, 22(1) 33–37, 2013.
- Max Bazerman. *Beware Your Counterpart's Biases*, 2016.
<https://www.pon.harvard.edu/daily/conflict-resolution/beware-your-counterparts-biases/>
- *Essential Negotiation Skills: Limiting Cognitive Bias in Negotiation*
<https://www.pon.harvard.edu/daily/negotiation-skills-daily/integrative-negotiation-and-negotiating-rationally/>
- Max Bazerman. *Judgment and Decision Making*. In R. Biswas-Diener & E. Diener (Eds), Noba textbook series: Psychology. <https://nobaproject.com/modules/judgment-and-decision-making>, 2019.

4. Psychological Techniques with Applications in Negotiations

Basic reading

- Deepak Malhotra and Max H. Bazerman. *Negotiation Genius: How to Overcome Obstacles and Achieve Brilliant Results at the Bargaining Table and Beyond*. Bantam, 2008. (chapter 6).