



MIT MANAGEMENT
EXECUTIVE EDUCATION

MASTERING NEGOTIATION AND INFLUENCE

THE LEADERSHIP SKILL THAT YOU
CAN'T AFFORD NOT TO MASTER.

Delivered in collaboration with  **EMERITUS**

OVERVIEW

Have you noticed that nearly everything in life requires compromise and thus requires some degree of negotiation to get more of what you want and less of what you don't want?

Negotiation is a vital skill for professionals across every job function, whether it applies to partners, vendors, colleagues, employees, or recruits. Successful negotiation requires self-awareness, preparation, and practice.

MIT aims to produce principled, innovative leaders who improve the world. To make a difference, you must first be able to influence people. By understanding how to negotiate effectively, you can gain a competitive advantage, achieve business objectives, and effect change. In fact, having the ability to negotiate successfully is an increasingly important skill. Monthly active job postings for negotiation skills increased by 43% from 2018 to 2019, according to labor market firm, Emsi.

In **Mastering Negotiation and Influence**, you will learn negotiation strategies to understand, plan, and achieve your objectives in a variety of contexts. What separates this program from others is that you will engage in live negotiations and receive feedback in real time. Beyond learning the frameworks and skills associated with negotiating, you will practice putting these new skills into action.

In this program, you will learn to:

- Enhance bargaining power to create more value and claim a larger share of the pie
- Recognize and resolve different issues that occur frequently when negotiating
- Develop strategies for efficient pre-negotiation preparation
- Build relationships without forfeiting economic outcomes
- Explore the role that cultural, gender, and ethical norms play in negotiation
- Understand how multi-party negotiations are different from two-party deals

PRICE

\$3200*

DURATION

10 weeks, online
4-6 hours/week

*Program fee is exclusive of GST applicable to Singapore residents.



“It’s not just the terms of a deal that matter, but also how the parties feel when they walk away.”

Prof. Jared Curhan, Associate Professor, Work and Organization Studies

WHO SHOULD ATTEND

This program is beneficial to anyone whose role involves effecting favorable outcomes as a result of interacting and influencing other people.

Representative roles include:

- Business leaders and C-Suite executives
- Sales and marketing
- Operations management
- Strategy and business consultants
- Human resources

Industries looking to hire people with negotiation skills include:

- Finance and insurance
- Manufacturing
- Information technology
- Professional, scientific, and technical services
- Administrative and support services
- Retail
- Healthcare
- Wholesale trade



PROGRAM HIGHLIGHTS



Action Learning

Practice and hone negotiation skills in a real time, virtual environment.



Introspection and Reflection

Take self-assessments to provide insights about how you're feeling and performing in different cases. The information will be generated into graphs to help you understand your strengths, weaknesses, and how you can improve.



Scientific Research

Examine the studies on how people negotiate, where they make predictable mistakes, and how they can become more effective.



Experience The Most Cutting-Edge Technology for Learning

Associate Professor of Organization Studies Jared Curhan is a leader in implementing technology to ensure learning is an interactive and dynamic process. Winner of the student-nominated 2019 Digital Technology Award for effectively using digital technology to improve teaching at MIT, Curhan makes use of the latest technology in this program, too. You can expect simulations and experiences with artificial intelligence (AI).



AI as a Teacher

One of the highlights of this program is the use of iMotions Affectiva, which is an expression analysis technology from MIT's Media Lab. It recognizes emotion based on facial cues or physiological responses. During a live negotiation, the technology will map your face. Then, it will produce a report indicating how many times your face displayed different affect states. You will then reflect on how your facial expressions influence your ability to get across your message and what you might change.



83

VIDEO
LECTURES



12

DISCUSSIONS



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PEER REVIEW /
DISCUSSIONS



9

NEGOTIATION
SIMULATIONS



1

NEGOTIATOR'S
DEALBOOK

PROGRAM MODULES

Over the course of 10 weeks, you will learn negotiation strategies to understand, plan, and achieve your objectives in a variety of contexts — through a variety of interactive learning methods.

MODULE 1

Introduction to Negotiations and Core Negotiation Strategy

- Understand that negotiation is not necessarily about competition, and that a competitive posture is not always the best approach
- Develop an open-minded approach to negotiation that looks beyond zero-sum outcomes: expanding the pie, seeking value creation
- Develop an awareness of personal negotiation style

MODULE 3

Distributive Bargaining: Influencing and Claiming Value

- Practice conducting research ahead of a negotiation
- Establish focal points and objective criteria to set a BATNA and reservation price
- Practice negotiating with a counterpart in real time
- Reflect on the outcomes of a negotiation; compare reservation prices to agreed-upon prices, if agreement is reached

MODULE 2

Distributive Bargaining: Key Concepts

- Practice negotiating on price and understand distributive bargaining
- Understand the principles of focal points, zone of possible agreement (ZOPA), best alternative to a negotiated agreement (BATNA), and reservation price
- Reflect on the impact of making a first offer, anchoring, and sharing information

MODULE 4

Norms around Culture, Gender, and Ethics

- Explore the role that cultural, gender, and ethical norms play in negotiation
- Explore cultural dynamics in negotiations
- Understand the role that gender stereotypes can play in negotiations
- Reflect on your personal views of ethical norms

MODULE 5

Integrative Negotiation: Value Creation

- Identify the differences between distributive, compatible, and integrative issues
- Discover opportunities for expanding the pie and trading on competing issues
- Reflect on performance in employment negotiations

MODULE 7

The Negotiator's Dilemma: Personal Signatures & Pre-Negotiation Strategy

- Explore and develop techniques for managing the negotiator's dilemma
- Analyze your personality traits and identify the best negotiation approach
- Prepare for negotiations using the Seven Elements framework

MODULE 9

Structural Barriers and Multi-Party Negotiations

- Understand the role of structural barriers in negotiations
- Identify the different types of structural barriers
- Practice multi-party negotiations and reflect on the differences between multi-party and two-party negotiations

MODULE 6

Subjective Value

- Gain an appreciation for the role that subjective value plays in negotiation
- Identify the four drivers of subjective value
- Reflect on the balance between claiming objective value and building subjective value
- Develop strategies to build subjective value via the four different drivers of subjective value

MODULE 8

Psychological Barriers

- Understand the role of psychological barriers in negotiations
- Identify the different types of psychological barriers
- Reflect on your own susceptibility to psychological barriers
- Develop strategies for negotiation using the principles of psychological barriers

MODULE 10

Strategic Barriers and Difficult Tactics

- Reflect on your iMotions Affectiva report
- Identify the different types of difficult tactics and develop countermeasures for dealing with them
- Create a checklist for negotiation preparations

PROGRAM FACULTY

Jared Curhan



Associate Professor, Work and Organization Studies

Jared Curhan is an Associate Professor of Organization Studies at the MIT Sloan School of Management.

Curhan specializes in the psychology of negotiation and conflict resolution. A recipient of support from the National Science Foundation, he has pioneered a social psychological approach to the study of “subjective value” in negotiation—that is, the feelings and judgments concerning the instrumental outcome, the process, the self, and the relationship. His current research uses the Subjective Value Inventory (SVI; Curhan et al., 2006) to examine the precursors, processes, and long-term consequences of subjective value in negotiation.

Curhan is founder and president of the Program for Young Negotiators, Inc., an organization dedicated to the promotion of negotiation training in primary and secondary schools. His book, *Young Negotiators* (Houghton Mifflin, 1998), is acclaimed in the fields of negotiation and education, and has been translated into Spanish, Hebrew, and Arabic. It has been used to train more than 35,000 children across the United States and abroad to achieve their goals without the use of violence. Deeply committed to education at all levels, Curhan has received the Stanford University Lieberman Fellowship for excellence in teaching and university service, the MIT Institute-wide teaching award, and the MIT Sloan Jamieson Prize for excellence in teaching. In 2019, he won the Teaching with Digital Technology Award, a student-nominated accolade for the effective use of digital technology to improve teaching and learning at MIT.

Curhan holds an AB in psychology from Harvard University and an MS and a PhD in psychology from Stanford University.

WHAT PARTICIPANTS SAY



"I learned many new things about negotiation. The assignments help a ton as we were doing the actual negotiation activity. Reflection videos are great as well."

- Rajesh Kolla, Director of Engineering
Taulia Inc, USA



"The best part was the practical negotiation role plays and having the possibility to interact with people from different countries, cultures, and background."

- Alessandra Calabro, Market Access & Corporate Affairs Director
Celgene, Brazil



"The course was great! I think that the practical exercises helped me a lot to consciously know myself in different bargaining situations. Now, I have the tools to overcome and reframe stressful situations and adequately prepare for negotiating."

- Lucio Arcila, Regional Security Advisor
Microsoft, Mexico



CERTIFICATE

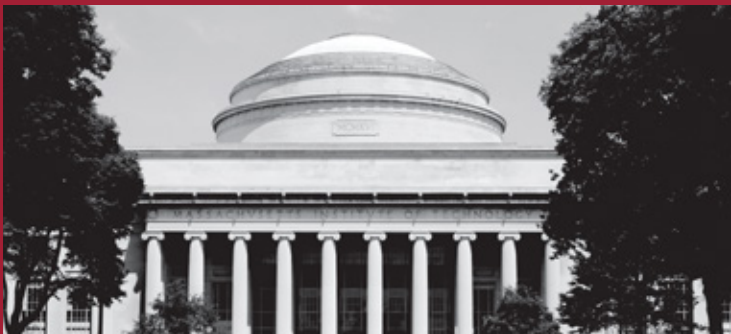
Get a verified digital certificate of completion from MIT Sloan School of Management. This program also counts towards an MIT Sloan Executive Certificate.

Note: After successful completion of the program, your verified digital certificate will be emailed to you in the name you used when registering for the program. All certificate images are for illustrative purposes only and may be subject to change at the discretion of MIT Sloan.



ABOUT MIT SLOAN SCHOOL OF MANAGEMENT

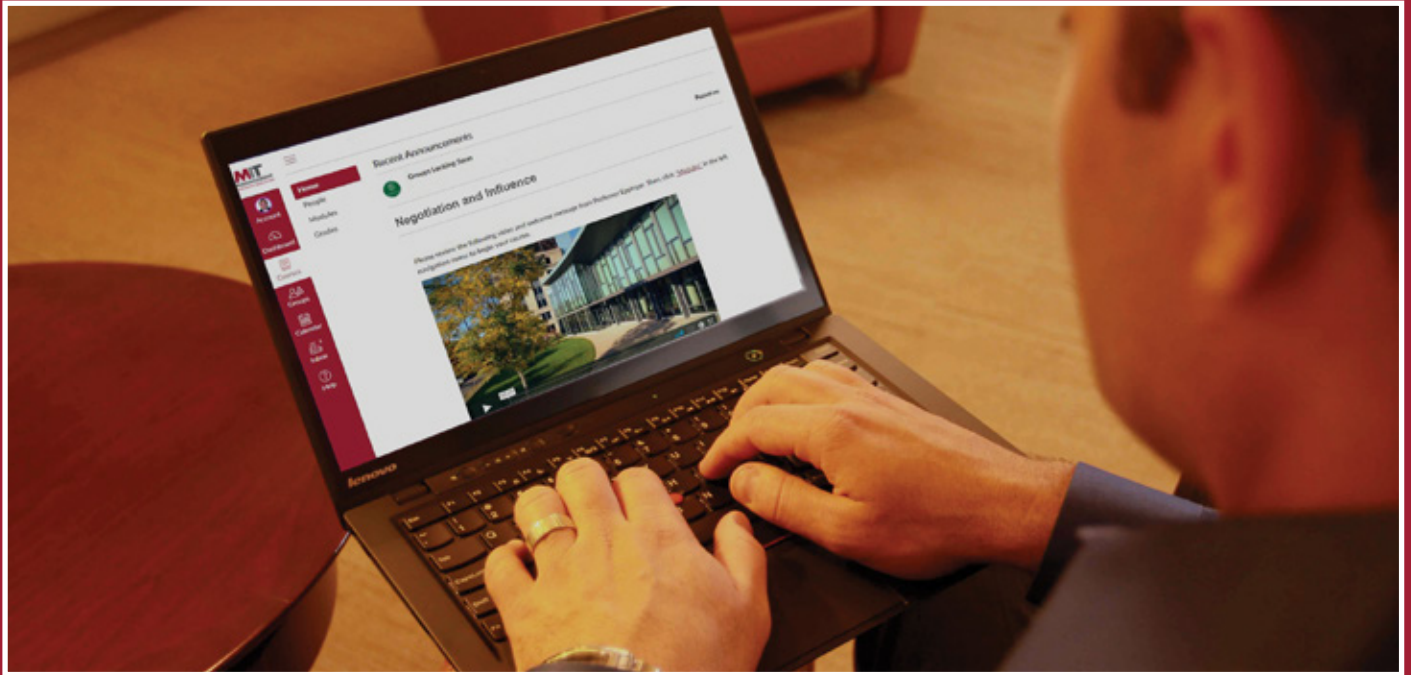
The MIT Sloan School of Management, located in Cambridge, Massachusetts, is one of the world's leading business schools and has a network of over 20,000 alumni across 90 countries. It is a part of the Massachusetts Institute of Technology, which has to its credit 89 Nobel Laureates, 47 Rhodes Scholars, and 48 MacArthur Fellows (as of 2017). MIT's motto is 'Mens et Manus', which literally means 'Mind and Hand', reflecting the educational belief of MIT's founders: education for practical application.



ABOUT EMERITUS

MIT Sloan Executive Education is collaborating with online education provider Emeritus to deliver its executive programs through a dynamic, interactive, digital learning platform. By working with Emeritus, MIT Sloan Executive Education brings its growing portfolio of courses online to address the evolving demands of executives. Emeritus' approach to learning is based on a cohort-based design to maximize peer-to-peer sharing and includes live office hours with learning facilitators and hands-on project based learning. In the last year, more than 100,000 students from over 80 countries have benefited professionally from Emeritus' courses.

THE LEARNING EXPERIENCE



Our programs are designed to meet the needs of individual learning styles, while also leveraging the power of peer learning. This is achieved through a user-friendly learning platform that enables participants to easily navigate the program content to achieve learning objectives.

KEEPING IT REAL

Our pedagogical approach, designed to bring concepts to life, includes:

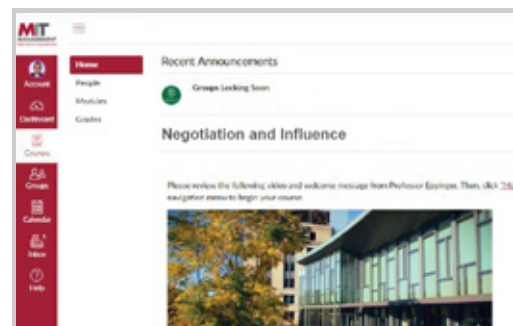
- Office hours with learning facilitators
- Byte-sized learning elements
- Real-world application
- Peer learning discussions



KEEPING IT CONVENIENT

Access to program content is flexible, available through multiple devices allowing working professionals to easily manage schedules and learn remotely — anytime, anywhere. Participants enrolled in the program obtain access to learning materials via a modular approach, with new content released weekly. Program modules include a variety of teaching instruments, such as:

- Live negotiation simulations
- Video lectures
- Discussions
- Class materials: articles, cases
- Quizzes
- Surveys
- Assignments



To further personalize the program modules, live office hours are scheduled during the program term, often with Q&A. For participants who are unable to attend these sessions live, a recording is made available so nothing is missed. Our industry-leading learning platform allows participants to create a profile, connect and collaborate with peers, and interact with academic/industry experts. Assignments are often linked to participant's real-world situations, making these concepts inherently practical.

KEEPING IT INTERESTING

Our globally-connected classrooms enables participants to seamlessly interact with their peers to complete group assignments and stay on track towards program completion — with culturally-enriching encounters along the way.

Program Requirements

To access our programs, participants will need the following:

- Valid email address
- Computing device connected to the internet: PC/laptop, tablet, or smartphone
- Latest version of their preferred browser to access our learning platform
- Microsoft Office suite and PDF viewer to view content such as documents, spreadsheets, presentations, PDF files or transcripts

Other Requirements

Programs may necessitate the usage of different software, tools, and applications. Participants will be informed about these additional requirements at the registration stage or during program commencement. Our program advisors are also available to respond to any queries about these requirements.



Easily schedule a call with a program advisor to learn more

[SCHEDULE A CALL](#)

You can apply for the program here

[APPLY](#)

CONNECT WITH A PROGRAM ADVISOR

Email: mit@emeritus.org

Phone: +1 617-855-1045