Course Description

This module addresses classic and contemporary research in trust, emotion, intuition, and morality as these factors shape negotiation and decision making. Each week, students will read and discuss several articles of background material relevant to the week’s topic; examine relevant current events at the local, national, and global levels; and analyze one or more relevant problems faced by managers. Over the course of the module, students will write analyses that integrate current scientific literature with the students’ own interests. These analyses will be supplemented with a presentation during the module. As a primary focus, students can expect to gain a deeper understanding of decision making processes, and develop specific plans for optimizing their own decision making.

Objectives

The instructor hopes to achieve two main objectives through a weekly examination and analysis of the most important scientific findings on each weekly topic:

- Students will become better decision makers through an understanding of the forces that govern decision making outside of conscious awareness.

- Students will become more effective negotiators by analyzing how trust, emotion, intuition, and morality shape negotiator behavior and success, and by considering how one’s own actions and emotions evoke particular responses from others.

Grading

Weekly Thought Papers: 40 points
  Due the night before each class, emailed to the instructor no later than 10pm
Class Participation: 30 points
Current Event Decision Analysis Presentation: 10 points
Decision or Negotiation Analysis Final Paper: 20 points
  Due Tuesday, October 19 at 10pm, emailed to the instructor
Weekly Thought Papers

Each week you will be required to write a one-page, single-spaced response to the week’s readings. This thought paper should pose 2 discussion questions related to the readings, and either a) apply principles from the week’s readings to a short analysis of a current event; or b) contain a more general thoughtful response that touches on each of the week’s readings. These are not expected to be polished papers but must reflect a clear effort on your part to understand and synthesize the broader points of the material. What are the biggest implications of the papers, in your opinion? And more importantly, how do they inform your own concerns regarding decision making and negotiation? Do you agree with the points that are being made? Will this information be useful to you outside of class, and if so, how? These papers will help to organize the class discussion around common points of interest, confusion, or concern.

One late paper per student per semester will be accepted for full credit, as long as it is emailed to the instructor before the week’s meeting begins (i.e., 4:06pm on Tuesday). To the extent that a missed paper reflects a failure to do the week’s readings, you will likely lose participation credit for the week as well.

Class Participation

The core of the class will revolve around learning about the latest and greatest scientific research on decision making and negotiation. In class, students will be charged with a) engaging with this work with a critical eye informed by individual experience and other expertise that you bring to the class, and b) applying this work to the types of decisions and negotiations that you face outside of class. Thus, please come to class prepared to discuss the week’s topic and readings. Note that attendance is mandatory and critical for this portion of the grade. Also, please be mindful of giving everyone a chance to express their thoughts.

Current Event Decision Analysis Presentation

Beginning September 14, each week a student or team of students will be responsible for presenting a current event relevant to the week’s topic, and explaining how the week’s topic is involved in the event. These presentations can take any form, but should be limited to approximately 7-10 minutes. They are meant to be interesting and thought-provoking rather than extensive in their analysis.

Decision or Negotiation Analysis Final Paper

For your final assignment, you will write a 6-8 page (double-spaced) paper analyzing a decision or negotiation that have faced, currently face, or will face in the future. This paper should represent your final synthesis of the class material, and should cite sources that you have read during the semester. (You are also welcome, but not required, to incorporate outside sources.) Three deadlines are to be met for the paper:
October 4 (10pm): submit your idea via email for approval. A few sentences should suffice
October 10 (10pm): submit your introductory section (approximately 1-2 paragraphs)
October 19 (10pm): submit your final paper

APA format is preferred, but other formats will be considered.

**Topics and Readings**

**August 31: Trust, Emotion, Intuition, and Morality: An Introduction**

**September 7: Bounded Rationality: Intuition vs. Reason in the Psychology of Choice**
*Heuristics and biases that govern human reasoning*  
The advantages and disadvantages of System 1 (intuitive, fast) and System 2 (effortful, slow) thinking  
*How framing shapes choice*

**Readings**

Bazerman & Moore, Chapters 1-4 (pp. 1-82)
"Introduction"  

**Optional**

Bazerman & Moore, Chapter 9: “Making Rational Decisions in Negotiations”  
Bazerman & Moore, Chapter 10: “Negotiator Cognition”  
September 14: Emotion and Decision Making

Hot and cold decision making: Advantages and disadvantages

How specific emotions influence specific types of decisions

Emotion and intertemporal choice: Making choices today that benefit you in the future

Emotions about past decisions and the escalation of commitment

Readings

Bazerman Chapter 5


Optional


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September 21: Emotion, Perspective Taking, and Negotiation

Emotion in social interaction: The impact of emotional expressions on others

How can you create and claim value in negotiations through the expression and suppression of emotions?
Using perspective taking to enhance negotiation success

Readings

[Video] Malhotra – Negotiation
information (EASI) model. Current Directions in Psychological Science, 18, 184-
188.
Galinsky, A. D. (2006). The view from the other side of the table. Negotiation Journal, 3-
5.

Optional

Klein, K. J. K., & Hodges, S. D. (2001). Gender differences, motivation, and empathic
accuracy: When it pays to understand. Personality and Social Psychology
Bulletin, 27, 720-730.
approach to emotions in bargaining: When communicating anger pays and
the people from the problem when expressing emotions in
effects of emotions in negotiations: A motivated information processing

September 28: Power
How do positions of high and low power influence decision making for better and for
worse?
How does power influence action?

Readings

model of social power: Emerging principles and lines of inquiry. Advances in
Experimental Social Psychology, 40, 151-192.
Galinsky, A. D. et al. (2006). Power and perspectives not taken. Psychological Science,
17, 1068-1074.
and aggression. Psychological Science, 1406-1413.
Optional


due Monday October 4 @ 10pm: Submit your final paper idea via email for approval. A few sentences should suffice.

October 5: Morality in Decision Making
*Differences in the moral values of Conservatives and Liberals*
*How emotions influence our sense of right and wrong*
*Unethical actions by ethical individuals: Bounded ethicality*

Readings

[Video] Haidt TED Talk: http://www.youtube.com/watch?v=vs41JrnGaxc
Bazerman & Moore, Chapter 7

Optional


due Sunday October 10 @ 10pm: Submit your introductory section (approximately 1-2 paragraphs)
October 12: Trust and Deception

The importance of trust in negotiations and decisions about others
Detecting deception in others
The role of emotion in creating trust

Readings


Optional


due Tuesday October 19 @ 10pm: Submit your final paper