
CONTENTS

<i>Preface to the Fourth Edition</i>	xix
<i>Acknowledgments</i>	xxi
PART I	
INTRODUCTION	1
<hr/>	
CHAPTER 1	
Toward a Conceptual Approach to Negotiation	5
A. The Steps of Negotiation: An Overview	5
1. Preparation	5
2. Information Exchange	7
3. Agreement Proposals	9
4. Resolution	10
B. Conceptual Models of Negotiation	11
Carrie Menkel-Meadow, Toward Another View of Legal Negotiation: The Structure of Problem-Solving	12
Russell Korobkin, A Positive Theory of Legal Negotiation	15
Robert H. Mnookin, Why Negotiations Fail: An Exploration of Barriers to the Resolution of Conflict	18
Discussion Questions and Problems	20
PART II	
THE STRUCTURE OF NEGOTIATION	23
<hr/>	
CHAPTER 2	
Estimating the Bargaining Zone	25
A. BATNAs and Reservation Prices	25
Russell Korobkin, A Positive Theory of Legal Negotiation	25
Notes	28
B. Calculating Reservation Price: A Prescriptive Approach	29
1. Step 1: The Baseline	30
2. Step 2: Adjusting from the Baseline	30
Notes	35
Discussion Questions and Problems	42

CHAPTER 3	
Persuasion	45
A. Persuasion in a World of Hyper-Rational Negotiators	46
B. The Psychology of Persuasion	47
1. Prediction Heuristics	48
Craig R. Fox & Richard Birke, Forecasting Trial Outcomes: Lawyers Assign Higher Probability to Possibilities That Are Described in Greater Detail	49
George Loewenstein, Samuel Issacharoff, Colin Camerer & Linda Babcock, Self-Serving Assessments of Fairness and Pretrial Bargaining	53
Notes	56
2. Reference Point Heuristics	58
Russell Korobkin & Chris Guthrie, Psychological Barriers to Litigation Settlement: An Experimental Approach	61
Russell Korobkin, Inertia and Preference in Contract Negotiation: The Psychological Power of Default Rules and Form Terms	64
Notes	68
3. Social Signals	71
Lee Ross, Reactive Devaluation in Negotiation and Conflict Resolution	72
Notes	76
4. Affect	77
Frank Kressman et al., Direct and Indirect Effects of Self-Image Congruence on Brand Loyalty	78
James H. Stark & Douglas N. Frenkel, Changing Minds: The Work of Mediators and Empirical Studies of Persuasion	80
Mary Frances Luce et al., Emotional Trade-off Difficulty and Choice	82
Discussion Questions and Problems	84
CHAPTER 4	
Integrative Bargaining	87
A. The Role of Differences	87
David A. Lax & James K. Sebenius, The Manager as Negotiator	90
Gerald B. Wetlaufer, The Limits of Integrative Bargaining	94
Notes	97
B. Frameworks for Identifying Integrative Opportunities	100
1. Focusing on Core Interests Rather Than Positions	100
Roger Fisher, William Ury & Bruce Patton, Getting to Yes	100
2. Changing the Contents of Negotiation “Packages”	102
Notes	106
C. Sources of Integrative Value in Legal Transactions	109
1. Adverse Selection	110
2. Moral Hazard	111
3. Uncertainty	112
Notes	113
Discussion Questions and Problems	114

CHAPTER 5	
Power	117
A. Changing the Bargaining Zone	120
B. Manipulating Perceptions of the Bargaining Zone	123
Russell Korobkin, A Positive Theory of Legal Negotiation	124
Notes	127
C. Commitments	129
Thomas Schelling, The Strategy of Conflict	130
Notes	132
D. Patience	134
1. The Cost of Lost Time	136
2. The Cost of Negotiating	136
Notes	137
E. The Pitfalls of Power	138
1. Miscalculation of the Bargaining Zone Can Lead to Impasse	138
2. Claims of Disinterest Might Not Be Credible	138
3. Power Tactics Can Produce an Emotional Response That Leads to Impasse	139
4. Power Tactics Can Negatively Affect Relationships and Reputations	139
5. Power Tactics Can Affect Performance of Agreements	140
Notes	140
Discussion Questions and Problems	141
CHAPTER 6	
Fair Division and Related Social Norms	145
A. Meta-Norms of Distributive Justice	146
Notes	148
B. Convention	150
Daniel Kahneman, Jack L. Knetsch & Richard H. Thaler, Fairness as a Constraint on Profit Seeking: Entitlements in the Market	150
Roger Fisher, William Ury & Bruce Patton, Getting to Yes	156
Steven Lubet, Notes on the Bedouin Horse Trade or “Why Won’t the Market Clear, Daddy?”	157
Notes	158
C. Reciprocity as a Process Norm	160
Robert B. Cialdini, Influence: Science and Practice	160
Notes	165
D. Combining Fair Division with Integration	168
Discussion Questions and Problems	171
PART III	
THE NEGOTIATORS AND THEIR RELATIONSHIP	
<hr/>	
CHAPTER 7	
Trust	177
A. The Negotiator’s Dilemma	178
David A. Lax & James K. Sebenius, The Manager as Negotiator	179
Notes	181

B.	The Potential for Trust Between Negotiators	183
1.	Ongoing Relationships and Reputation	183
2.	Contract	184
3.	Prosocial Behavior	185
Notes		186
C.	Strategies for Building Trust	187
1.	Demonstrating Behaviors Consistent with Trustworthiness	187
2.	Reducing Social Distance	188
3.	Changing Social Context	189
4.	Extending Trust	189
Robert Axelrod, The Evolution of Cooperation		191
Notes		195
Discussion Questions and Problems		196
CHAPTER 8		
Emotions of Conflict		199
A.	The Source of Anger in Conflict	199
1.	The Desire for Interactional Justice	199
Notes		202
2.	Attribution Biases	203
Russell Korobkin, Psychological Barriers to Mediation Success: Theory and Practice		204
Notes		206
B.	Managing the Emotions of Conflict	207
1.	Confronting the Counterpart's Emotions	207
James H. Stark & Douglas N. Frenkel, Changing Minds: The Work of Mediators and Empirical Studies of Persuasion		209
Notes		211
2.	Managing the Negotiator's Own Emotions	212
Fred Luskin, Forgive for Good		214
Notes		215
Discussion Questions and Problems		217
CHAPTER 9		
Negotiator Style		219
A.	Conflict Orientation	219
1.	Cooperation Versus Competition	220
Gerald R. Williams, Legal Negotiation and Settlement		220
2.	Empathy Versus Assertiveness	223
Robert H. Mnookin, Scott R. Peppet & Andrew S. Tulumello, The Tension Between Empathy and Assertiveness		223
Notes		225
B.	Aspiration Levels	227
Russell Korobkin, Aspirations and Settlement		228
Notes		233
Discussion Questions and Problems		235

CHAPTER 10	
Group Membership	237
A. Gender	237
1. Social Roles and Negotiating Performance	238
Linda Babcock & Sara Laschever, Women Don't Ask: Negotiation and the Gender Divide	238
Jens Mazei, Joachim Huffmeier, Philipp Alexander Freund, Alice F. Stulmacher, Lina Bilke & Guido Hertel, A Meta-Analysis on Gender Differences in Negotiation Outcomes and Their Moderators	240
Notes	244
2. Negotiating Outside of Controlled Experiments	247
Andrea Kupfer Schneider, What's Sex Got to Do With It: Questioning Research on Gender and Negotiation	247
Notes	250
B. Culture	253
Jeanne M. Brett, Culture and Negotiation	254
Jeswald W. Salacuse, Making Deals in Strange Places: A Beginner's Guide to International Business Negotiations	258
Michele J. Gelfand & Sophia Christakopoulou, Culture and Negotiator Cognition: Judgment Accuracy and Negotiation Processes in Individualistic and Collectivistic Cultures	261
Notes	264
Discussion Questions and Problems	267

PART IV

ADDITIONAL PARTIES

CHAPTER 11	
The Principal-Agent Relationship	271
A. The Benefits of Lawyer-Agents	271
1. Technical Expertise	271
2. Negotiation Expertise	272
3. Signaling	272
4. Dispassionate Analysis	272
5. Justification Generation	272
6. Access	273
7. Strategic Advantage	273
8. Cost Effectiveness	273
Ronald J. Gilson & Robert H. Mnookin, Disputing Through Agents: Cooperation and Conflict Between Lawyers in Litigation	273
Ronald J. Gilson, Value Creation by Business Lawyers: Legal Skills and Asset Pricing	277
Notes	281
B. The Principal-Agent Tension	282
1. Different Preferences	282
2. Different Interests	283
3. Different Personalities	284
4. Expense	284

<i>Evans v. Jeff D.</i>	284
Russell Korobkin & Chris Guthrie, Psychology, Economics, and Settlement: A New Look at the Role of the Lawyer	287
Notes	289
C. Duties of Lawyers as Negotiation Agents	292
Michael Moffitt, Settlement Malpractice	293
Discussion Questions and Problems	296
CHAPTER 12	
Multilateral Negotiations	301
A. Coalition Formation	301
1. The Problem of Unstable BATNAs	301
2. Power Dynamics: Whether to Join a Coalition	303
3. Building Coalitions	304
James K. Sebenius, Sequencing to Build Coalitions: With Whom Should I Talk First?	305
Notes	308
B. Fair Division	309
C. Managing Communication	311
Howard Raiffa with John Richardson & David Metcalf, Negotiation Analysis: The Science and Art of Collaborative Decision Making	311
Donald G. Gifford, Legal Negotiation: Theory and Applications	315
Notes	316
Discussion Questions and Problems	317
CHAPTER 13	
The Use of Mediation in Negotiation	321
A. The Potential Benefits of Mediation	322
1. Facilitate Introspection and Analysis	323
2. Facilitate Communication	323
3. Evaluate Issues Relevant to the Parties' Reservation Prices	324
4. Filter Private Information	325
5. Create Focal Points	327
6. Reduce Reactive Devaluation	328
7. Deter Extreme Distributive Tactics	328
8. Help Negotiators Save Face	329
Notes	329
B. Mediator Strategies	330
Leonard L. Riskin, Understanding Mediators' Orientations, Strategies, and Techniques: A Grid for the Perplexed	330
Christopher W. Moore, The Caucus: Private Meetings That Promote Settlement	336
Notes	340
C. Transactional Mediation	341
Scott R. Peppet, Contract Formation in Imperfect Markets: Should We Use Mediators in Deals?	341
Notes	344
Discussion Questions and Problems	345

PART V	
THE LAW OF NEGOTIATION	347
<hr/>	
CHAPTER 14	
Deceit	349
A. The Law of Deception and Candor	349
Restatement (Second) of Torts	349
Restatement (Second) of Contracts	349
Restatement (Second) of Agency	350
ABA, Model Rules of Professional Conduct	350
1. Representations About the Negotiation's Subject Matter	350
<i>Vulcan Metals Co. Inc. v. Simmons Manufacturing Co., Inc.</i>	350
Notes	351
2. Representations Related to the Speaker's Reservation Price	355
<i>Kabatchnick v. Hanover-Elm Building Corp.</i>	355
Notes	356
3. Nondisclosure	358
<i>Swinton v. Whitinsville Savings Bank</i>	358
<i>Weintraub v. Krobatsch</i>	359
<i>V.S.H. Realty v. Texaco</i>	361
Notes	362
4. Sanctions for Deceit	364
<i>Cresswell v. Sullivan & Cromwell</i>	364
Notes	366
5. Misrepresenting the Objective: "Bad Faith" Negotiation	367
<i>SIGA Technologies, Inc. v. PharmAthene, Inc.</i>	367
Notes	370
B. The Ethics of Deception	372
Russell Korobkin, Behavioral Ethics, Deception, and Legal Negotiation	372
Notes	376
Discussion Questions and Problems	378
CHAPTER 15	
Rules Encouraging Litigation Settlement	381
A. Fee Shifting and "Offer of Settlement" Rules	381
Edward F. Sherman, From "Loser Pays" to Modified Offer of	
Judgment Rules: Reconciling Incentives to Settle with Access	
to Justice	382
Notes	385
B. Judicial Settlement Conferences	388
Federal Rules of Civil Procedure	388
<i>In re Novak</i>	389
Notes	392
<i>Nick v. Morgan's Foods, Inc.</i>	394
Notes	396
C. Inadmissibility of Settlement Negotiations	398
Federal Rules of Evidence	399
<i>Thomas v. Resort Health Related Facility</i>	399

<i>Affiliated Manufacturers, Inc. v. Aluminum Co. of America</i>	400
Notes	402
Discussion Questions and Problems	404
CHAPTER 16	
Limitations on Settlement	407
A. Judicial Review of Settlements	407
1. Power Imbalances	407
<i>Lewis v. Lewis</i>	408
2. Principal-Agent Conflicts	409
<i>Mars Steel Corp. v. Continental Illinois National Bank</i>	409
3. Protecting the Public Interest	413
<i>United States v. Microsoft Corp.</i>	413
Notes	415
B. Settlement in Multiple-Defendant Litigation	417
<i>Elbaor v. Smith</i>	418
Notes	420
Discussion Questions and Problems	420
<i>Table of Cases</i>	423
<i>Index</i>	427