



GraSPP

東京大学公共政策大学院
2018年度 S1/S2ターム

交渉と合意

第1回 2018年4月10日

交渉学序論と分析の方法論

自己紹介

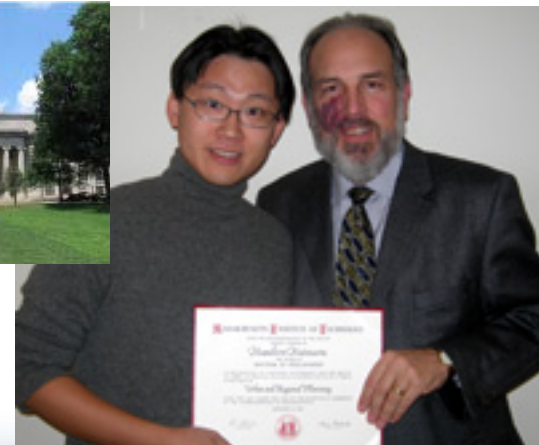
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デザイン・ラボ 代表理事

- 合意形成論
- 都市・環境・
エネルギー政策
- 科学技術政策
- 政策研究

「実践！交渉学」
ちくま新書



- 佐賀県生
- 東京大学
 - 公共政策大学院 (2007-2016)
 - 土木工学科 (1992-1996)
- マサチューセッツ工科大学
 - Ph.D. in Urban and Regional Planning (2002-2006)
 - Master in City Planning (1996-1998)
- (株)三菱総合研究所
 - 社会・公共部門 (1998-2002)



まずは肩慣らし・・・

- 「とにかく勝つ」ゲーム
 - “Win as much as you can.”
 - 自分の得点最大化を目指してカードを出す（表裏）。
 - ✓ 現実の仲間意識などにひきずられないこと。
 - ✓ あくまでゲーム。
 - チーム全体の得点は不問。
 - クラスの中で最大の得点を取った人が優勝。
 - 戦略的にカードを出すこと。
 - ✓ 10回をどう使うか、事前に考えておく。
 - コミュニケーションの機会（5, 8, 10回目の直前）があることを忘れずに。
 - ✓ それ以外は私語厳禁！

囚人のジレンマ

- 協力が吉だが、騙し逃げの動機がある。
 - 騙しあいではみな損してしまうのが「正解」。
- 短期的には騙したものの勝ち。
 - 騙しあいとなり交渉取引が成立しない。
 - コミュニケーションがないと短期的にしか考えられない。
- 長期的な共存なら協力が必要。
 - 協力に向けた交渉が発生する。
 - 大きな得はないが、「持続可能」な共存が可能となる。
- 短期で考えると投機的交渉の危険性(騙しあい)。
- 長期的視点、共存の考え方がないと協力しない。
 - ネットワーク社会、「世の中せまい」

囚人のジレンマの得点構造

Aの処罰		犯人A	
		自白する	黙秘する
犯人B	Bの処罰 自白する	懲役10年 懲役10年	無期懲役 釈放 +1億円
	黙秘する	釈放 +1億円 無期懲役	釈放 釈放

アクセルロッドの交渉コンテスト

- 囚人のジレンマ状態で最強の戦略を模索。
- コンピュータのプログラムを世界中から募集。
- 200回繰り返す。
- 「しっぺ返し (tit-for-tat)」戦略が最強。
- 最初は協力、以降は相手が前回出した手を反復。

- コンテストからの教訓
 - 最初から非協力行動は損をする。最初は協力行動により善意を示す。
 - 相手が非協力なら仕返しして、相手の協力を求める (メッセージの発信、脅し)。
 - 相手が改心したら、また協力してあげる。
 - 気まぐれにならない。clarity。

交渉を学ぶとは・・・

- 交渉は自動車の運転に似ている。
 - － ほとんどの人は「レーサー」や「プロ」ではない。
 - ✓ しかし普通自動車を運転できる人は多い。
 - － 学習する人もいれば、本能的に上手な人もいる。
 - ✓ アイルトン・セナ vs. 中嶋悟
 - － 動かしてみてはじめて能力が役に立つ。
 - － 練習しないと上手にならない。
 - － 失敗はつきもの。失敗から学ぶ。
 - ✓ 交渉のほうが「失敗」に気付きにくい

交渉学とは・・・

- あらゆる「交渉ごと」について検討する学問
 - 外交交渉：北朝鮮問題、パレスチナ／中東問題
 - 環境問題：企業・迷惑施設立地(NIMBY)、公害対策、環境規制、自然保護、気候変動
 - 契約交渉：会社員、スポーツ選手、芸能人
企業間契約(業務委託、調達)
 - 企業経営：職員・顧客の苦情処理、CSR
 - 家庭問題：離婚、親権、遺産分割

交渉学とは・・・

- 交渉 = negotiation、ネゴシエーション
- ハーバード大学ロースクール交渉学プログラムなどが中心に活動
 - Program on Negotiation (PON) at Harvard Law School
 - 教材等の作成・頒布、教育研究会議の開催など
- (古典的には)合理的な判断について検討するための枠組みとして発展
 - ゲーム理論
- (近年は)感情、認知、文化なども考慮
 - 「新ハーバード流交渉術」
("Beyond reason" by Fisher and Shapiro)
- ロースクール、ビジネススクール、公共政策大学院、都市計画大学院などの専門教育機関にて導入



DEGREE PROGRAMS

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2016-2017 Course Listing

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By Semester

<u>Number</u> ▲	<u>Course Title</u> ▼	<u>Semester</u> ▼	<u>Faculty</u> ▼
MLD-222M-B	Negotiation Analysis Schedule: T/Th 11:45 AM Credits: 2.0	Spring 1	Kessely Hong
MLD-222M-A	Negotiation Analysis Schedule: T/Th 11:45 AM Credits: 2.0	Fall 1	Kessely Hong
MLD-255	Negotiation Intensive Credits: 4.0	Fall 2	Max Bazerman
IGA-109	Negotiation and Diplomacy Schedule: M/T 1:30 PM Credits: 4.0	Spring	R. Nicholas Burns, Robert Mnookin, James Sebenius
MLD-224	Behavioral Science of Negotiations Schedule: M/W 1:15 PM Credits: 4.0	Fall	Julia Minson
MLD-223M-A	Negotiating Across Differences Schedule: T/Th 11:45 AM Credits: 2.0	Fall 2	Kessely Hong
MLD-223M-B	Negotiating Across Differences Schedule: T/Th 11:45 AM Credits: 2.0	Spring 2	Kessely Hong
MLD-225	Introduction to the Theory and Practice of Negotiation Schedule: M/W 1:15 PM Credits: 4.0	Spring	Robert Wilkinson
MLD-220M-A	Fundamentals of Negotiation Analysis Schedule: T/Th 11:45 AM Credits: 2.0	Fall 1	Brian Mandell
MLD-220M-B	Fundamentals of Negotiation Analysis Schedule: M/W 11:45 AM Credits: 2.0	Fall 1	Brian Mandell



[Negotiation and Leadership](#)

[Harvard Negotiation Institute](#)

[PON Seminars](#)

[Harvard Negotiation Master Class](#)



The Program on Negotiation offers a number of courses taught by leading Harvard faculty and experts in the field of negotiation, mediation, and conflict management. The offerings range from one day and five day workshops to semester length courses. Participants come from around the world from both the profit and non-profit sectors as well as from a variety of professions, including business, government, law and education.

1. **Negotiation and Leadership** – 3 day course on a variety of topics that train professionals to become more successful negotiators.
2. **In-depth, one-day sessions** – additional one day sessions that address tough negotiation problems.
3. **The Harvard Negotiation Institute (HNI)** – offers week-long training workshops that incorporate theory with practical examples, case studies and interactive discussion.
4. **PON Seminars** – Semester-length courses

Searched for: "negotiation" Subjects offer

22 subjects found.

- 10.407J [Funding Strategies for Startups](#)
Introduction to the substance and pro analysis of various sources of capital; t offshore, of the investment process ar as a business; and market practice an tactics necessary to negotiate and buil capital firms (VCs).
- 11.011 [The Art and Science of Negotiation](#)
Introduction to negotiation theory and are examined. Combines a "hands-on" Strategy, communications, ethics, and actors to analyze problems, negotiate circumstances characterized by interde
- 11.255 [Negotiation and Dispute Resolution in](#)
Investigates social conflict and distribu and consensus building are considered Comparisons between unassisted and facilitation and mediation.
- 11.364 [International Environmental Treaties](#)
Examines the history and dynamics of environmental diplomacy. Emphasis is waste management and sustainability; legal, economic, and political dynamics and enforcing transboundary agreeme international law, environmental man, resource management.
- 11.382 [Water Diplomacy: The Science, Policy](#)
Examines the history and dynamics of environmental diplomacy. Emphasizes management and sustainability-relate economic, and political dynamics of m enforcing transboundary agreements. international law, environmental man, resource management.
- 12.346J [Global Environmental Negotiations](#)
See description under subject IDS 069

to reason about strategies and opponents; strategic commitment, reputation, and "irrational" actions; brinkmanship and negotiation; auctions; and the design of markets and contests. Applications to a variety of business decisions that arise in different industries, both within and outside the firm. Meets with 15.0251 when offered concurrently. Expectations and evaluation criteria differ for students taking graduate version; consult syllabus or instructor for specific details.

- 15.0251 [Game Theory for Strategic Advantage](#)
Develops and applies principles of game theory relevant to managers' strategic decisions. Topics include how to reason about strategies and opponents; strategic commitment, reputation, and "irrational" actions; brinkmanship and negotiation; auctions; and the design of markets and contests. Applications to a variety of business decisions that arise in different industries, both within and outside the firm. Meets with 15.025 when offered concurrently. Expectations and evaluation criteria differ for students taking graduate version; consult syllabus or instructor for specific details.
- 15.341 [Individuals, Groups, and Organizations](#)
Covers classic and contemporary theories and research related to individuals, groups, and organizations. Designed primarily for doctoral students in the Sloan School of Management who wish to familiarize themselves with research by psychologists, sociologists, and management scholars in the area commonly known as micro organizational behavior. Topics may include motivation, decision making, negotiation, power, influence, group dynamics, and leadership.
- 15.665 [Power and Negotiation](#)
Provides understanding of the theory and processes of negotiation as practiced in a variety of settings. Designed for relevance to the broad spectrum of bargaining problems faced by the manager and professional. Allows students an opportunity to develop negotiation skills experientially and to understand negotiation in useful analytical frameworks. Emphasizes simulations, exercises, role playing, and cases.
- 15.667 [Negotiation and Conflict Management](#)
Applies negotiation theory strategies and styles to problems managers and professionals commonly encounter in the workplace. Emphasizes sources of power in negotiation, self-assessment of personal negotiating strengths/weaknesses, and practice in negotiations via role-plays and simulations of common workplace conflicts. Covers conflict management as a direct party and as a manager helping others resolve their conflicts through mediation, investigation, arbitration, and helping the system itself to change as a result of a dispute. Special cases include bullying, harassment, dealing with difficult people, cross-cultural negotiations, and collective actions.
- 15.668 [People and Organizations](#)
Examines the historical evolution and current human and organizational contexts in which scientists, engineers and other professionals work. Outlines major challenges facing the management profession. Uses interactive exercises, simulations and problems to develop critical skills in negotiations, teamwork, and leadership. Focuses on practical application of these skills in a professional context. Introduces concepts and tools to analyze work and leadership experiences in internships, school activities, and fieldwork. Preference to Management minors and other undergraduates not majoring in Management Science.
- 15.672 [Negotiation Analysis](#)
Presents analytical frameworks and strategies to handle a variety of negotiation situations. Includes simulations, games, videos, lectures, discussion, and multiple opportunities to practice and hone negotiation, communication, and influence skills with extensive personalized feedback. Intended for students with a broad spectrum of backgrounds and experience levels. Six-unit version includes additional class time and outside work. Expectations and evaluation criteria differ for students taking graduate version. Limited to 80 via lottery; consult class website for information and deadlines.
- 15.6721 [Negotiation Analysis](#)
Presents analytical frameworks and strategies to handle a variety of negotiation situations. Includes simulations, games, videos, lectures, discussion, and multiple opportunities to practice and hone negotiation, communication, and influence skills with extensive personalized feedback. Intended for students with a broad spectrum of backgrounds and experience levels. Six-unit version includes additional class time and outside work. Expectations and evaluation criteria differ for students taking graduate version. Limited to 80 via lottery; consult class website for information and deadlines.
- 15.673 [Negotiation Analysis](#)
Presents analytical frameworks and strategies to handle a variety of negotiation situations. Includes simulations, games, videos, lectures, discussion, and multiple opportunities to practice and hone negotiation, communication, and influence skills with extensive personalized feedback. Intended for students with a

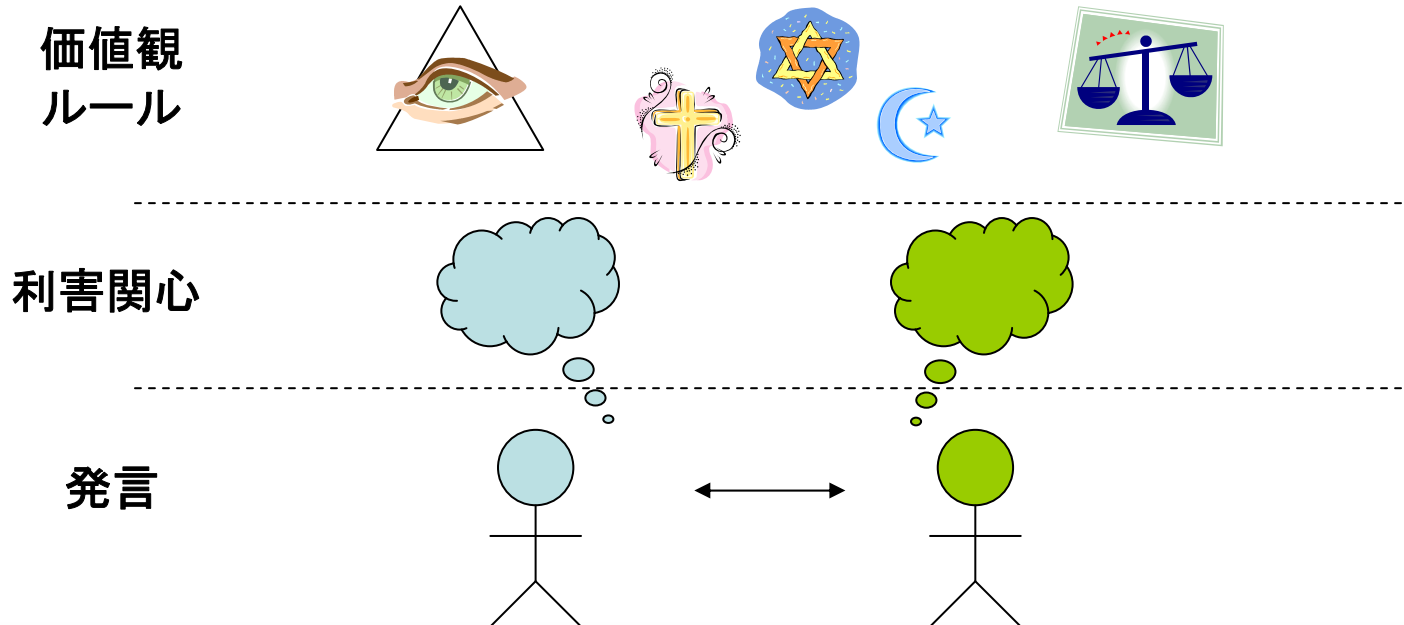






交渉＝利害調整

- 究極的な目的は共存のための利害調整
 - － 異なる利害関心(効用関数)を有する者の間での調整
- 相手の利害関心や価値観・ルールを変えようとすることは「交渉」ではない(社会運動・マーケティングetc.)



交渉の3つの側面

- ・交渉過程
- ・政策形成過程
- ・法律事務
- ・商慣行

手続的
procedural

- ・人間関係構築
- ・心理的戦略

心理的
psychological

実質的
substantial

- ・交渉分析
- ・利益配分の公正性
- ・政策、取引の中身

(公共性の高い)交渉の4つの評価基準

- 公正性 - fairness
- 効率性 - efficiency
- 実効性 - stability
- 熟慮 - wisdom