



GraSPP

東京大学公共政策大学院
2020年度 S1/S2ターム

交渉と合意

イントロダクション 2020年4月7日

講義概要の説明

自己紹介

- 明治大学専門職大学院
ガバナンス研究科 教授
- 東京大学公共政策大学院
客員教授
- 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

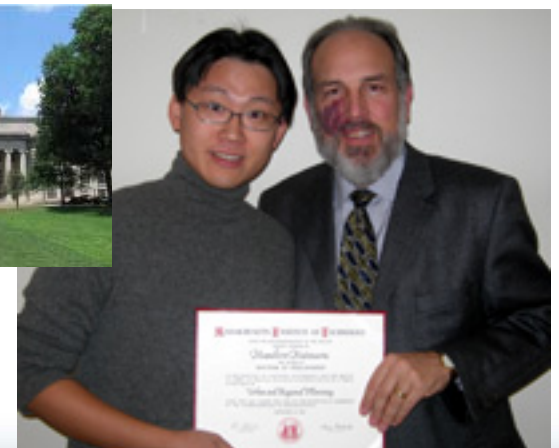


「おとしどころのを見つけ方」
クロスメディア・パブリッシング



「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)



ゲームをしてみよう

- 「手を挙げる」を押してみる
 - PCなら「参加者」→リストの一番下
 - スマホなら「詳細」→「手を挙げる」

ゲームをしてみよう

- (ほぼ)全員が「手を挙げる」を押せばみんな+5点
- 手を挙げない人が1～5人がいたら、
 - 挙げない人は+100点
 - 挙げた人はマイナス5点
- 手を挙げない人が5～15人いたら、
 - 挙げない人は+10点
 - 挙げた人はマイナス10点
- 手を挙げない人が15人以上いたら
 - 挙げない人は+5点
 - 挙げた人はマイナス30点

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 Bの処罰		犯人A	
		自白する	黙秘する
犯人B	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

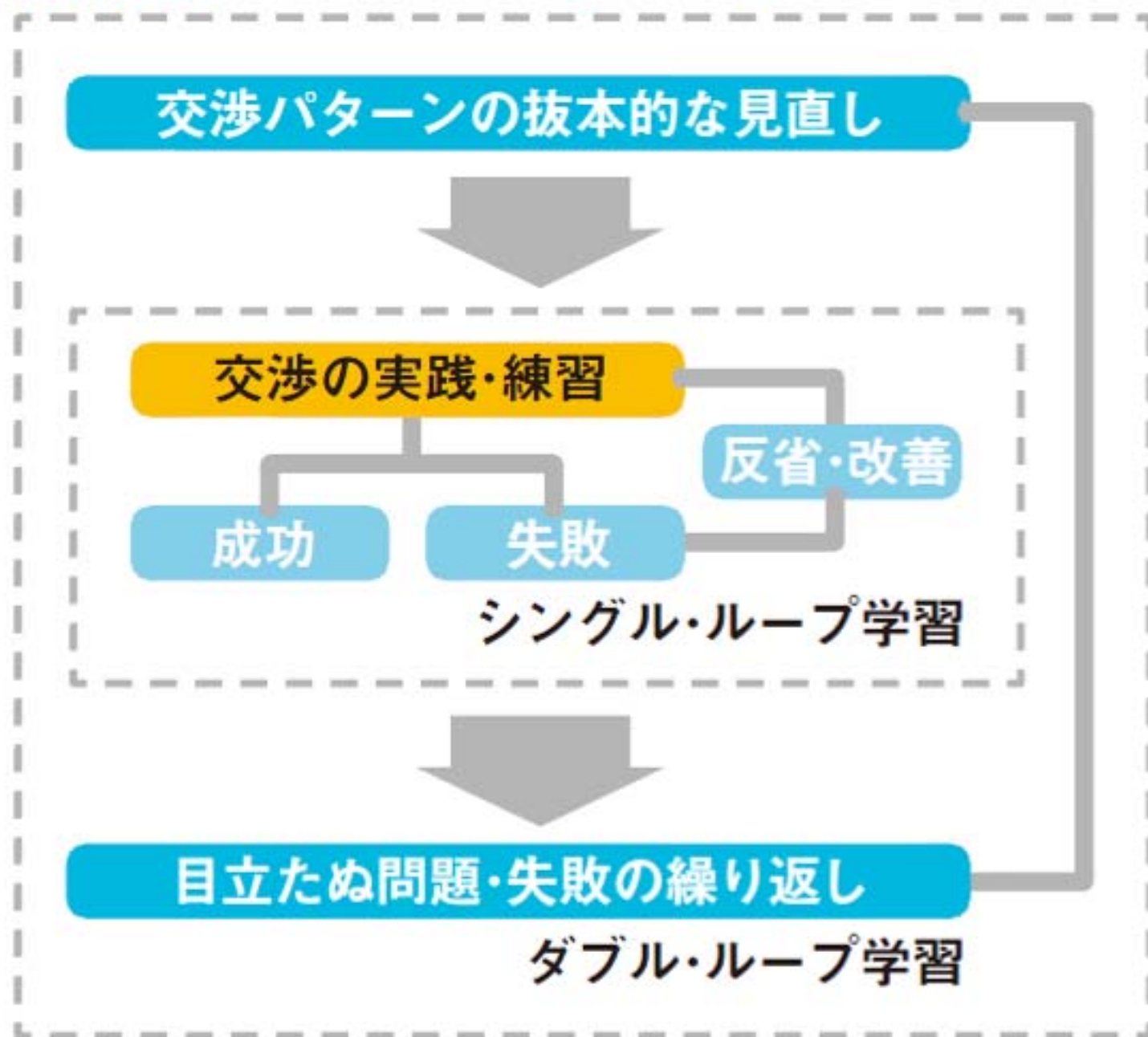
アクセルロッドの交渉コンテスト

- 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回繰り返し。
- 「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」に気が付きにくい

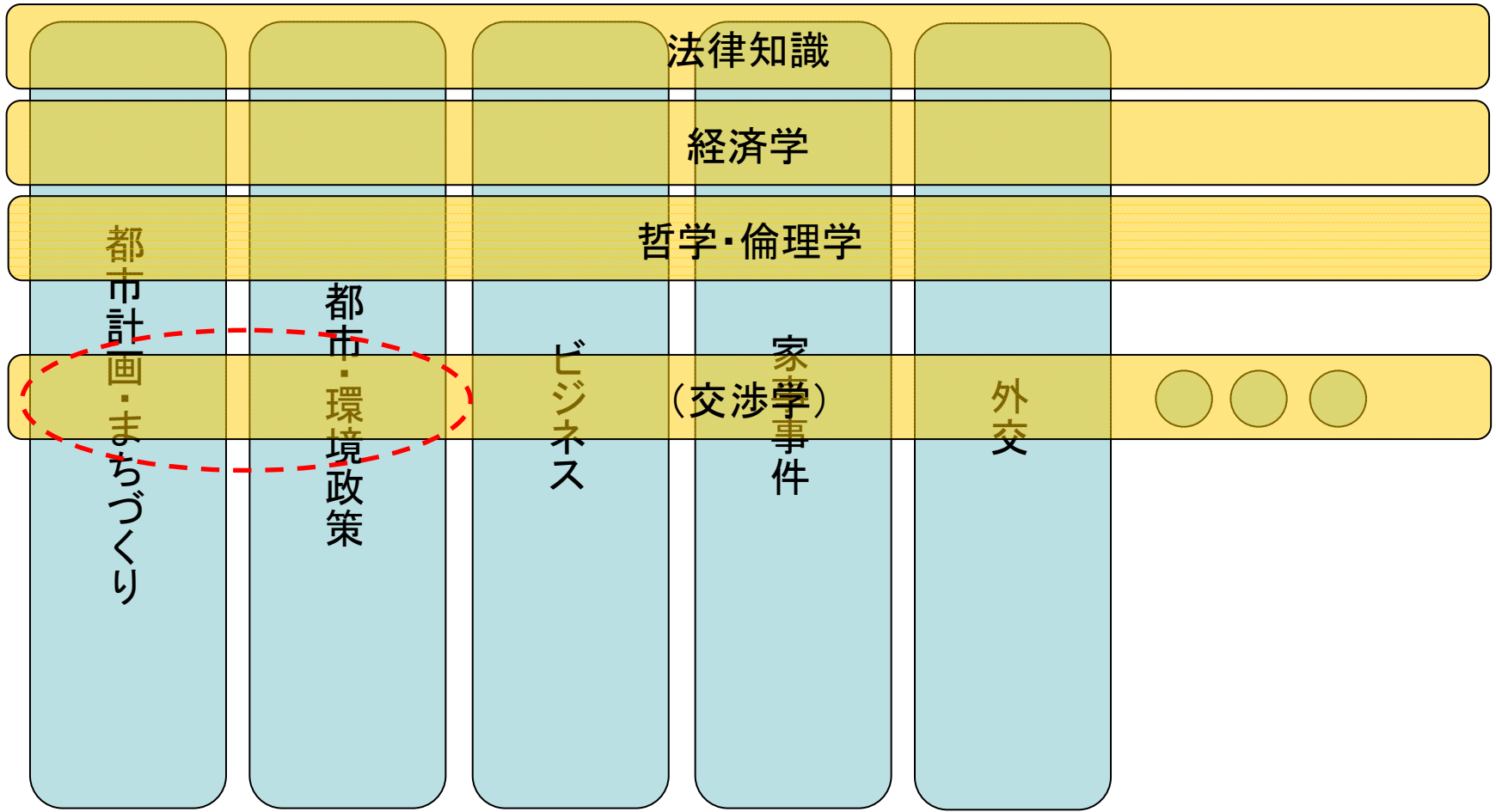
交渉学習における2つの「ループ」



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 Methodology or Policy Area

All Policy Areas ▼

By Semester

All Semesters ▼

Number ▲	Course Title ▼	Semester ▼	Faculty ▼
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 offered

22 subjects found.

10.407J Funding Strategies for Startups

Introduction to the substance and process of analysis of various sources of capital; the use of offshore, of the investment process and of capital as a business; and market practice and tactics necessary to negotiate and build capital firms (VCs).

11.011 The Art and Science of Negotiation

Introduction to negotiation theory and practice are examined. Combines a "hands-on" approach with strategy, communications, ethics, and actors to analyze problems, negotiate, and understand circumstances characterized by interdependence.

11.255 Negotiation and Dispute Resolution in Organizations

Investigates social conflict and distribution of resources. Comparisons between unassisted and facilitated negotiation and mediation.

11.364 International Environmental Treaties

Examines the history and dynamics of environmental diplomacy. Emphasis is on waste management and sustainability-related legal, economic, and political dynamics and enforcing transboundary agreements. Includes international law, environmental management, and resource management.

11.382 Water Diplomacy: The Science, Policy, and Practice

Examines the history and dynamics of environmental diplomacy. Emphasizes management and sustainability-related economic, and political dynamics of managing and enforcing transboundary agreements. Includes international law, environmental management, and 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







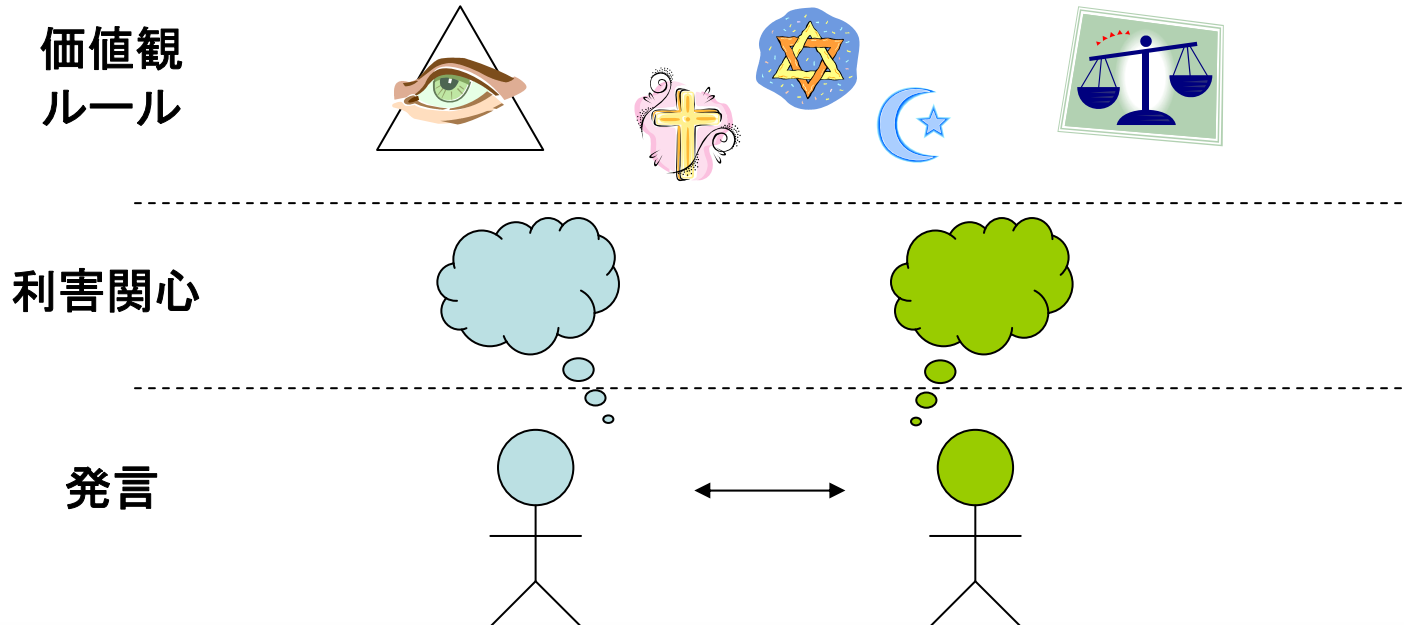






交渉＝利害調整

- 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)を有する者の中での調整
- 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

来週以降の予定

- 恐縮ですが履修者数を限定します。
- <https://goo.gl/forms/gPsbU06KFpdSxoyB2>
で4/9(木)午前9時までに必ず登録
- STIG優遇希望のSTIG未登録者は
https://stig.pp.u-tokyo.ac.jp/?page_id=2165
で上記〆切までに登録必要
- 来週以降ZOOMアドレスを替えます。
履修許可者のみメールで通知します。