Managerial Negotiations

Bidding Syllabus - Spring 2022

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Office hours: By appointment

To enroll in the class, you must be present for the first class.

IN BRIEF

1. You will learn skills and strategies to become an effective negotiator.
2. This course is very hands-on. You’ll do lots of role-plays and simulations.
3. You’ll be graded mainly on attendance, participation, and a few homework assignments.

COURSE OVERVIEW

We negotiate with our employers, our employees, our landlords, and even our friends, family, and partners. This course is founded on the idea that you can get better at these negotiations, and that your life will be better for it.

This course will improve your negotiation skills in two ways. First, you’ll learn tools and tactics for approaching negotiations. You’ll learn to think in alternatives, to forecast what might happen and how you’ll respond, and to chart a course between where you are before a negotiation and where you want to be after it.

And second, you’ll negotiate. You’ll negotiate a lot! Almost every class will include one or more role-plays—everything from buying a used car to finalizing a job offer to resolving a dispute among a board of directors. You’ll be able to feel what it’s like to negotiate face-to-face with someone else, and you’ll rack up more experience in a few weeks than most people get in years. These negotiations also give you the chance to try out different strategies without the fear of blowing up a billion-dollar deal if you fail.

We’ll start simple and work our way up, from a straightforward price negotiation to a multi-issue dispute to a multi-party, multi-issue simulation. By the end of the course, you’ll feel more confident at the negotiating table, and you’ll be more skilled at defining success and reaching it.

COURSE SCHEDULE (subject to change)

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<th>PART 1: TWO-PERSON NEGOTIATIONS</th>
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GROUND RULES

This is a highly interactive course where you will learn by doing. To help make that happen, we'll follow these rules:

1. Everyone must come on time to class. We sometimes go right into a role-play, so if you come late you might not be able to join. Sometimes you'll have to prep for a negotiation beforehand, just like you would in the workplace.
2. You should keep the instructions for your side confidential, even after you finish the negotiation. We'll reveal all the information together in class afterward.
3. You can ad lib explanations and rationales for your positions, but you cannot materially change the facts of the case. You should adopt your role's preferences as your own.
4. You should experiment! This is your chance to try something out without fear of failure.
5. Of course, our entire course (including role-plays) is governed by the Honor Code. Intimidation, abuse, harassment, and any other actions that contribute to a hostile classroom environment are prohibited and will not be tolerated.

GRADING

You will not be graded on the outcomes of your negotiations.

Grades in this course come mainly from attendance (see below), participation, and a few required assignments. Several negotiations require preparation before class, and your participation score includes this work.

If you wish to earn an H in this course, you must also complete several optional assignments and earn full points on them. If you don't want to earn an H, you may skip the optional assignments without penalty. I know that you're all busy and you have important commitments elsewhere—recruitment, other coursework, extracurriculars, sleep, and spending time with family and friends. I want you to live good and healthy
lives! The final syllabus for this course will help you plan your efforts for getting the grade you want.

If you need to hand in something late, there’s no need to ask for an extension. Just be aware that you’ll lose one point per every day an assignment is late. Exceptions to this rule are assignments that have to be prepped in advance for in-class role-plays, which have to be completed on time.

ATTENDANCE POLICY

Attendance is essential to getting value from the course. Most class sessions involve pairs or groups of students working together, so absences and lateness also have the potential to undermine classmates’ experience. Thus, you are required to be present and on time for every class session. If you miss class, there will be no way to make it up. Accordingly, absences and lateness will carry a significant grade penalty. On the flipside, if you are in class every week and participating, you will likely do well in the course. Attendance at the first course meeting is mandatory.

READINGS

Readings will be drawn from several books and articles linked from Canvas, including:
• Getting to Yes: Negotiating Agreement Without Giving In (by Fisher, Ury, and Patton)

• Essentials of Negotiation (by Lewicki, Barry, and Saunders)*

• Difficult Conversations (Stone, Patton, and Heen)

These readings are technically optional, but students often mention they get much more out of the course if they read along with the readings. Please feel free to buy previous editions to save money.

* This is not the same as Negotiation by Lewicki, Saunders, and Barry

CONNECTION TO THE CORE

This course is related to a wide range of topics that are important for developing professionals. It is most directly linked to the core leadership course, Lead: People, Teams, Organizations, where students will have received an overview of the topic and completed a negotiation. This course dives deeper, exploring a more strategies and tools and introducing students to more complex negotiations. Managerial Negotiations also deals with behavior in competitive contexts and markets, touching on topics dealt with in the Strategy Formulation and Managerial Economics core courses, and with topics persuasive communication related to content in the Managing Marketing Programs core course.

DATA AND RESEARCH
I will ask you to complete several surveys as part of this course. Sometimes I will show
the overall patterns in this data to demonstrate points about negotiation principles. Many
of the learning points in this course have been developed and refined through extensive
prior classroom experiences. Just as prior students have made this course possible by
sharing their experiences, you have the opportunity to contribute to the education of
future students by sharing your own experiences. If you consent to allow your
responses (including those from the leadership multi-rater feedback activity,
negotiations exercises, and from other exercises in this course and other courses, as
well as surveys by Career Services and other school offices) to be used for research
purposes and for future refinement of course materials, your information will be kept
strictly confidential. Any information derived from this research that would identify you
would not be voluntarily released or disclosed without separate consent.

Research on students' negotiation outcomes (described in the preceding paragraph)
takes place under the Columbia University IRB Protocol for "Management and
negotiations research" (protocol number AAAA6074). The following individuals and/or
agencies will be able to look at and copy your research records: 1) The investigator,
study staff and other professionals who may be evaluating the study, 2) Authorities from
Columbia University, including the Institutional Review Board ('IRB'), and 3) The United
States Office of Human Research Protections ('OHRP'). The Principal Investigator for
this protocol is Professor Katherine Philips (Kp2447@columbia.edu, 212-854-5621;
your professor is a Co-Principal Investigator). There are no foreseeable risks to you and
the proposed research does not present any additional risk beyond what you are
already doing as part of the course. The benefits of the exercises are the opportunity to
gain knowledge and skills in negotiating and leading effectively. Classroom debriefing
aims to help you learn not only from your own experience but also from the experience
of classmates. Your participation is voluntary and you may withhold your materials from
research purposes at any time without an effect on your course grade. If at any time you
have comments regarding the conduct of this research or questions about your rights as
a research participant, you should contact the Columbia University Institutional Review
Board by email at askirb@columbia.edu or by phone at 212-851-7040.

If you do not want your responses and outcomes for exercises in this course used for
research purposes, please notify the instructor.

INSTRUCTOR BIO

Adam Mastroianni is a Postdoctoral Research Scholar at Columbia Business School.
He earned his PhD in psychology from Harvard University. He studies the illusions and
biases that arise in conversation, as well as people’s theories of change in themselves,
others, and society. His work has been covered everywhere from Science to The New
York Times to The Tonight Show with Jimmy Fallon. He has won several awards for his
teaching. Outside of class, he teaches and performs improv comedy and does lots of
escape rooms (121 and counting).