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| columbia_biz_logo | **Managerial Negotiations (B8510)**  **MBA-Block | January 2017**  Professors Daniel Ames and Malia Mason  Teaching Assistant: Alice Lee |

**DRAFT SYLLABUS FOR BIDDING – SOME REVISIONS LIKELY**

IMPORTANT NOTE FOR JANUARY 2017 BLOCK WEEK – This section will be an intense block week version of the course. Before bidding/enrolling, be sure you are able to commit time and energy to this course, including attending all day sessions on Jan 17-20 and Jan 23. There will be some advance work, some assignments during evenings, and some preparation work over the weekend. A few assignments will be due after the block week period is over. If you cannot commit to this workload during this time period, we encourage you to consider a 12-week section of the course in the spring or fall term.

**Course Objectives**

Success in business and beyond requires agreement and collaboration with other people. Whether you are a customer cutting a deal with a supplier, a potential co-investor in a start-up company, or a CEO seeking a strategic alliance, triumph depends on the capacity to negotiate and manage interdependencies.

Among other things, effectiveness at the bargaining table requires:

* The strategic skill to claim your fair share of the goods;
* An alacrity for creating value and executing deals others overlook;
* The sophistication to steer clear of the pitfalls that plague most bargainers;
* Insight into your own values, and the ethics that drive others’ behaviors;
* The capacity to forge relationships with people whose backgrounds, expectations, and values differ from your own; and
* A willingness to reflect on and learn from your experience.

This course seeks to develop these skills and provide students with frameworks for analyzing negotiations at a more sophisticated level. We give you the opportunity to identify your strengths as a negotiator and to work on your weaknesses. The course will provide a conceptual framework to diagnose problems, promote agreement, and cut your losses where warranted. More importantly, this course is an opportunity for you to experiment with different techniques and to explore what does and what does not work for you at the bargaining table.

**Course Format**

Negotiation and conflict ultimately come down to behaviors—how a manager opens a potentially volatile conversation, how a mediator uncovers information, how a negotiator frames an offer or a concession. Practicing these behaviors, and understanding how other parties perceive and react to them, is essential to improving as a negotiator. This course provides continuing opportunities for hands-on practice and also provides feedback, discussion, and occasions for reflection.

Through role-play exercises, lecture, reading, and discussion, the course begins with basic dynamics in negotiation and adds complexity in stages, including multiple issues, multiple parties, agents, teams and coalitions. Some exercises involve numerical analyses; others revolve around qualitative conflicts. By the course’s end, students should be able to confidently approach most any conflict or negotiation: analyzing its nature, understanding their own objectives, and plotting an approach that will give them the best shot at achieving their goals.

**Readings**

All readings are optional and are intended to be an additional resource for students to use to further develop their base of knowledge and skill set. Students who do additional readings tend to get more out of the course because the readings reinforce what we learn in class. Selected readings will be provided through the course’s Canvas page. In particular, we encourage you to consider these two books:

* Fisher, Ury, and Patton, *Getting to Yes: Negotiating Agreement Without Giving In*(Penguin, 2011; ISBN-13: 9780143118756)
* Lewicki, Barry, and Saunders, *Essentials of Negotiation – 6th Edition*  
  (McGraw-Hill, 2015; ISBN-13: 978-0077862466)   
  [NOTE: this is not the same as Lewicki, Saunders, and Barry’s volume, *Negotiation*]

**Grading**

**Attendance and participation (35% of your grade).**

You are expected to attend all Modules. For certain Modules, you are expected to come to class having prepared the negotiation case that was assigned. If you cannot attend a specific session, you are expected to report your absence through our online attendance notification system (details to be provided) with as much advance notice as possible. Because many Modules revolve around role-plays in which partners are assigned in advance, an unexpected absence typically has negative effects on other students in the class.

Participation includes both active, substantive involvement in role-play simulations and discussion and comments in class (quality is more important than quantity).

**Assignments (25% of your grade)**

Please upload all assignments to Canvas **in advance** of their deadline. Where specified, please bring a copy of the assignment with you to class. More information about all of the assignments is available via the Canvas website.

**Tactic Table.** Construct a table of “hardball” tactics based on the material in the two readings provided: (1) Lewicki et al (Chapter 2, pp 52-60) and (2) Fisher & Ury (Chapter 8). The assignment is due **before Module 1.** The table should have three columns: a column for the tactic name, a column with a description of what the tactic entails, and a column with a list of strategies one can implement to counter the hardball tactic. Upload the table to Canvas. (Approximate completion time: 45 minutes).

**Peer Video Analysis.**  This exercise will give you a chance to reflect on how you and others negotiate, to help a classmate develop his/her negotiation skills, and to develop your own. You will review the video of a classmate to whom you have been assigned and provide some feedback and comments. After receiving the feedback, I encourage you to reflect on your performance in light of the feedback from your peer. The assignment is due **by Module 7**. (Approximate completion time: 45 minutes).

**“Score a Deal” Exercise.** This assignment was designed to probe and solidify your understanding of the *multi-attribute value analysis (MAV)* approach for clarifying tradeoffs between qualitatively different issues in multi-issue negotiation settings. Please answer the four questions, using the Ames et al. “Scoring a Deal” handout as a guide. The assignment is due by **Monday, February 6 at 5 pm.** Upload your responses to Canvas. (Approximate completion time: 60 minutes).

**Cultural Navigator Report.** This assignment asks you to review selected materials on Cultural Navigator, an online resource containing information about business and negotiation practices of countries around the world. More details will be provided in class. Upload your report to Canvas by **Monday, February 6 at 5 pm**. (Approximate completion time: 30 minutes).

**Reading Reflection.** This assignment asks you to reflect on a reading of your choice that is relevant to the content of the course. More details will be provided in class. Upload your report to Canvas by **Monday, February 6 at 5 pm**. (Approximate completion time: 60 minutes).

**“Go Get a Deal” Negotiation Report (20% of your grade)**

To encourage you to think about the many everyday opportunities you have to negotiate, and to improve your negotiation skills further, you are asked to go out and negotiate a deal. By **February 6 at 5 pm** you must engage in a negotiation for a good or service and submit a written report. There are three rules for this assignment:

1. You must negotiate at least some portion of it in person (i.e., face to face). You may not conduct the entire negotiation over the phone or email.
2. You may not tell the person you are negotiating with that this is for a class project until the negotiation is complete (after which you can decide whether or not you want to tell them this).
3. You must follow through with the transaction if the other party meets your target price (i.e., you must negotiate “in good faith”).

For the assignment, you will submit an analysis of the negotiation that includes two sections: a planning section and a post-negotiation analysis. The planning section should include your aspiration point, your reservation price, your BATNA, and your planned negotiation strategy (efforts to shape the process, to improve your BATNA, your planned persuasive moves, power moves, rapport-building moves, concession pattern, etc.). The post negotiation analysis should describe the events of the negotiation and your assessment of the negotiation outcome, your perception of the strategies you used successfully and

unsuccessfully, your assessment of the strategies used by your counterparty, what you learned from the negotiation, and what you would do differently in the future. The final paper should be 5-7 pages, double-spaced.

You will be graded on: 1) the thoroughness of your negotiation preparation, 2) the quality of your negotiation strategy (appropriateness and intention), and 3) the rigor of your post-negotiation analysis.

**Final Project (20% of your grade)**

The final project involves writing either a paper or negotiation case /exercise that demonstrates your knowledge of the course concepts and readings. It should go beyond the class concepts in its close scrutiny of a particular bargaining context or dynamic. This project is **NOT** mandatory. If you would like an “H” in the class, doing the assignment is necessary (but not sufficient to guarantee an “H”). The final project is due **Monday, February 13 at 5 pm**. Please note: Under no circumstances will I accept late submissions.

If you choose to create a negotiation case/exercise, you must produce: case roles/materials, a 1-2 page debrief guide, and an excel analysis spreadsheet (if appropriate).

If you choose to write a paper, it should be 10-12 pages in length (12 pt font, double spaced). Appendices can be attached as needed to illustrate or document points in the body of the paper (tables, timelines, etc.).

The following paper formats have worked well in the past:

* *Historical study.* Analyze a deal/treaty/conflict through library research and/or interviews.
* *Consulting project*. Analyze a manager’s or company’s current challenge and develop recommendations.
* *Social science study*. Conduct an experiment or survey investigating the dynamics of a particular negotiation situation.
* *Handbook of tactics*. Provide an overview of the negotiation challenges common in an industry (e.g., Management Consulting) and describe some tools for effectively managing these challenges.
* *Business plan*. Propose a business concept related to negotiation/collaboration/resource allocation/trading/group decision making/networking etc.

**Course Development and Research**

Because I want to encourage experimentation, I do not grade based on your negotiation outcomes. Yet I do carefully record the outcomes and, for some exercises, your answers to questions in the exercise materials. Sometimes I will show the overall patterns in this data to demonstrate points about negotiation principles. The data are also used in a continual process of refining exercises and developing new ones. Just as prior students have contributed to your learning experience by contributing this data, you will be contributing to future classes by answering questions about your outcome and tactics in the course of the exercises. Identifying information is removed from the datasets after the term ends, so the records become anonymous at this point. At times in the past, faculty have drawn on these “anonymized” datasets reflecting years of classes for statistical analyses related to research hypotheses concerning negotiation dynamics. If you prefer that any records from your participation in class be deleted from datasets if they are used for any research purpose, please tell the instructor or teaching assistant and your record will be deleted after the class is complete.

**Ground Rules**

These are some ground rules for our course and the role-play exercises:

1. You are expected to be prepared and on time for all negotiation exercises.
2. You are expected to put your laptop away during class.
3. You should not show your confidential role instructions to other parties during a negotiation, nor should you read them or quote them.
4. You should “ad lib” in these exercises to provide rationales and explanations for your character’s preferences—say things you think the character would say. You should adopt the given payoff tables as reflecting your preferences. You should not make up facts that materially change the power distribution of the exercise.
5. It is tempting sometimes to promise certain resources from one’s organization to “sweeten the deal” for your counterpart. Don’t do so, unless role information suggests that these resources exist and that you have discretion over them.
6. Please wait until the class debrief to reveal your preferences/payout table

**Overview of Course Modules**

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| **Modules** | **Date (Time)** |
| M1: Overview & Orienting in the ZOPA | Tuesday, Jan 17th (am) |
| M2: Value-Claiming Skills | Tuesday, Jan 17th (pm) |
| M3: Interest-Based Bargaining | Wednesday, Jan 18th (am) |
| M4: Creating & Claiming: Advanced Tactics 1 | Wednesday, Jan 18th (am/pm) |
| M5: Creating & Claiming: Advanced Tactics 2 | Wednesday, Jan 18th (pm) |
| M6: Mistrust & Interdependencies | Thursday, Jan 19th (am) |
| M7: Principals & their Agents | Thursday, Jan 19th (pm) |
| M8: Coalitions & Bargaining Power | Friday, Jan 20th (am) |
| M9: Multi-Party Negotiations | Friday, Jan 20th (pm) |
| M10: Team-on-team Negotiation | Monday, Jan 23rd (am/pm) |
| M11: In Conclusion | Monday, Jan 23rd (pm) |

**TWO PERSON, SINGLE ISSUE NEGOTIATIONS**

**Module 1 (Tuesday, Jan 17th – am): Course Overview & Orienting in the ZOPA**

Optional Readings: Lewicki, “The Nature of Negotiation”, Ch. 1

Assignment: Construct table of “hardball” tactics in advance of Module 1

**Module 2 (Tuesday, Jan 17th – pm): Value-Claiming Skills**

Optional Readings: Lewicki, “Strategy and Tactics of Distributive Bargaining”, Ch. 2

Assignment: Peer Video Analysis (due by Module 7)

Prep for Park Bar (due by Module 5)

**Module 3 (Wed, Jan 18th – am): Interest-Based Bargaining**

Optional Readings: Lewicki, “Strategy and Tactics of Integrative Negotiation”, Ch. 3

**MODULE 2: TWO PERSON, MULTI-ISSUE NEGOTIATIONS**

**Module 4 (Wednesday, Jan 18th – am/pm): Creating & Claiming Value: Advanced Tactics I**

Optional Readings: Lewicki, “Negotiation: Strategy and Planning”, Ch. 4

Assignment: Prep for Park Bar (due by Module 5)

**Module 5 (Wednesday, Jan 18th – pm): Creating & Claiming: Advanced Tactics II**

Optional Readings: Lewicki, “Negotiation: Strategy and Planning”, Ch. 4

Assignment:

**MODULE 3: TRUST, CONFLICT, AND INTERPERSONAL COMPLEXITIES.**

**Module 6 (Thursday, Jan 19th – am): Mistrust and Interdependency**

Optional Readings: Lewicki, “Relationships in Negotiation”, Ch. 9

Assignment:

**Module 7 (Thursday, Jan 19th – pm): Principles & their Agents**

Optional Readings: Lewicki, “Ethics in Negotiation”, Ch. 5

Assignment:

**MODULE 4: MULTIPLE PARTIES**

**Module 8 (Friday, Jan 20th – am): Coalitions and Bargaining Power**

Optional Readings: Lewicki, “Multiple Parties, Groups, and Teams in Negotiation”, Ch. 10

Assignment:

**Module 9 (Friday, Jan 20th – pm): Multi-Party Negotiations**

Optional Readings: Lewicki, “Multiple Parties, Groups, and Teams in Negotiation”, Ch. 10

Assignment:

**Module 10 (Monday, Jan 23rd – am/pm): Team-on-Team Negotiation**

Optional Readings: None

Assignment:

**Module 11 (Monday, Jan 23rd – pm): In Conclusion…**

Optional Readings: Lewicki, “Best practices in Negotiation”, Ch12

**Summary of Assignments and Deadlines**

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| **Due Date** | **Item** |
| By Module 1 (Jan 17, 9 am) | Table of “hardball” tactics from Lewicki handout |
| By Module 5 (Jan 18, 1:15 pm) | Preparation Spreadsheet for *Park Bar* case |
| By Module 7 (Jan 19, 1:15 pm) | Peer-Video Analysis |
| January 29, 5 pm | *Score a Deal* Exercise |
| January 29, 5 pm | Cultural Navigator report |
| January 29, 5 pm | Reading reflection |
| February 12, 5 pm | “Go Get a Deal” report |
| February 20, 5 pm | Optional Final Project |