



# FOR BIDDING PURPOSES ONLY

## Managerial Negotiations (B8510)

MBA | Block Week

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\*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 sessions. There will be some advance work and some assignments during evenings. 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 – 6<sup>th</sup> Edition* (McGraw-Hill, 2015; ISBN-13: 978-0077862466)  
[NOTE: this is not the same as Lewicki, Saunders, and Barry's volume, *Negotiation*]
- Stone, Patton, Heen, & Fisher, *Difficult Conversations: How to Discuss What Matters Most* (Penguin, 2010; ISBN-13: 978-0143118442)

## Grading

### **Attendance and participation (20% of your grade).**

You are expected to attend all modules. Please note that attendance in the first session is mandatory for the Managerial Negotiations elective. In addition, you are expected to come to class having prepared the negotiation case that was assigned for that particular session.

If you cannot attend a specific class or expect to be late, please notify us of your absence. Specifically, please email the TA Divyani Kothari at [dkothari19@gsb.columbia.edu](mailto:dkothari19@gsb.columbia.edu).

Because many sessions revolve around role-plays in which partners are assigned in advance, an unexpected absence typically has negative effects on other students in the class. Accordingly, unexcused absences and/or absences without notification will result in a loss of participation points.

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

### **Preparation Sheets (15% of your grade)**

Preparation for the role-play simulations is vital. You should read your role very carefully. Try to take on the perspective of your character and plan a coherent set of tactics. On page 7 of this syllabus, you can find a list of the cases for which we expect students to submit preparation sheets. For these particular negotiations, I ask that you upload a copy of your planning sheet to Canvas *prior to class*. For some of the simulations I will give you explicit instructions on the form your preparation sheet should take (e.g., excel spreadsheet, party map, etc.). For others, I leave it to you to decide how best to prepare.

Here are some matters that you might address in your preparation sheet:

- *Agenda*. Is there an order in which you prefer to discuss certain matters? Are there issues that you will wait for them to raise?
- *Questions*. What can you ask in order to figure out how far they can be pushed? What can you ask to figure out what they care most about?
- *Target*. What's the value of the deal you'd like to reach?

- *Resistance Point or Reservation Price.* What's the worst deal that you would accept rather than an impasse - walking away from the negotiation without a settlement?
- *Arguments.* What are some rationales or framings you will use? How will you persuade the other party?
- *Tactics.* What ploys or techniques would be appropriate in this situation?

## Assignments (25% of your grade)

Please upload all assignments to Canvas **in advance** of their deadline. More information about all of the assignments is available via the Canvas website. All students are expected to do the following:

**Online Assessment.** Please complete the online survey by **July 9th, 11:59pm**. (Approximate completion time: 15 minutes).

**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 **by 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).

**“Score a Deal” Exercise.** This assignment is 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. It is something we will **do in class** in Module 5. Please answer the four questions, using the Ames et al. “Scoring a Deal” handout as a guide. The assignment is due by Tuesday, **July 17th at 5 pm**. Upload your responses to Canvas before leaving class. (Approximate completion time: 45 minutes).

**Action Plan Document.** Based on your individualized feedback report that outlines your personal negotiation style, you should develop an action plan for self-development. Pick one behavior that you would like to change in the next negotiation and describe how you are going to achieve this change. We will do this **in class** in Module 8. The assignment is due by Wednesday, **July 18th at 5pm**. Upload your responses to Canvas before leaving class. (Approximate completion time: 15 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 **August 3rd 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 **August 9th at 5 pm**. Please note: Under no circumstances will we 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 negotiation dynamics
- *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.
- *Personal development plan*. Analyze yourself as a negotiator, taking stock of strengths and areas for development, based on your experience in and beyond the class. Map out concrete plans for development. See the *Primer on Personal Development* for suggestions (discussed in Module 5).

## Course Development and Research

Because we want to encourage experimentation, we do not grade based on your negotiation outcomes. Yet, we do carefully record the outcomes and, for some exercises, your answers to questions in the exercise materials. Sometimes we 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 instructors 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

Modules	Date (Time)
M1: Introduction & Bargaining Zone	Monday, July 16th (am)
M2: Value Claiming	Monday, July 16th (pm)
M3: Interest-Based Bargaining	Tuesday, July 17th (am)
M4: Creating & Claiming Value	Tuesday, July 17th (pm)
M5: Constructing Payout Tables	Tuesday, July 17th (end of day)
M6: Additional Multi-issue Approaches	Wednesday, July 18th (am)
M7: Conflict Resolution	Wednesday, July 18th (pm)
M8: Your Style	Wednesday, July 18th (pm)
M9: Principals & Agents	Thursday, July 19th (am)
M10: Introduction to Coalitions	Thursday, July 19th (pm)
M11: Coaching Sessions	Thursday, July 19 <sup>th</sup> (pm)
M12: Multi-Party Negotiations	Friday, July 20th (am)
M13: Multi-Issue, Multi- Party Negotiations	Friday, July 20th (pm)
M14: In Conclusion	Friday, July 20th (pm)

## Summary of Assignments and Deadlines

Due Date	Item
By July 9th at 11:59pm	Self Assessment Survey
By Module 1 (July 16 <sup>th</sup> , 9am)	Hardball Tactics
By Module 3 (July 17 <sup>th</sup> , 9am)	Preparation sheet for <i>Texoil</i> case
By July 17 <sup>th</sup> at 5pm	<i>Score a Deal</i> Exercise (will do in class)
By Module 6 (July 18 <sup>th</sup> , 9 am)	Deal model for <i>Park Bar</i> case
By July 18 <sup>th</sup> at 5pm	<i>Action Plan</i> Document (will do in class)
By Module 9 (July 19 <sup>th</sup> , 9 am)	Preparation sheet for <i>Hampstead Houses</i> case
By Module 12 (July 20 <sup>th</sup> , 9 am)	Preparation sheet for <i>Tompkins Bowden</i> case
By Module 13 (July 20 <sup>th</sup> , 1pm)	Preparation sheet for <i>Harborco</i> case
August 3 <sup>rd</sup> , 5 pm	“Go Get a Deal” report
August 9th, 5 pm	Optional Final Project

## Module Details

### **Module 1 (Monday, July 16th - am): Introduction & Bargaining Zone**

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*Optional Readings:* Lewicki et al., "The Nature of Negotiation", Ch. 1  
Fisher et al., Ch. 6

### **Module 2 (Monday, July 16th - pm): Value Claiming**

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*Optional Readings:* Lewicki et al., "Strategy and Tactics of Distributive Bargaining", Ch. 2  
Fisher et al., Ch. 8

*Assignment:* Preparation sheet for *Texoil* case (M3)

### **Module 3 (Tuesday, July 17th - am): Interest-Based Bargaining**

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*Optional Readings:* Lewicki et al., "Strategy and Tactics of Integrative Negotiation", Ch. 3  
Fisher et al., Ch. 1-4

### **Module 4 (Tuesday, July 17th - pm): Creating & Claiming Value**

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*Optional Readings:* Lewicki et al., "Negotiation: Strategy and Planning", Ch. 4

*Assignment:* Prepare model for *Park Bar* case (M3)

### **Module 5 (Tuesday, July 17th - end of day): Constructing Payout Tables**

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*Required Reading:* Ames et al., "Scoring a Deal: Evaluating Outcomes in Multi-Issue Negotiations"

*Assignment:* *Score a Deal* Assignment (will do in class in M5)  
Prepare a model for *Park Bar* (M6)

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## **Module 6 (Wednesday, July 18th – am): Additional Multi-Issue Approaches**

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*Optional Readings:* None

## **Module 7 (Wednesday, July 18th – pm): Conflict Resolution**

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*Optional Readings:* Lewicki et al., “Third-Party Approaches to Managing Difficult Negotiations,” Ch. 19

*Assignment:* Preparation document for *Hampstead Houses* (M9)

## **Module 8 (Wednesday, July 18th – pm): Your Style**

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*Optional Readings:* Lewicki et al., “Individual Differences II: Personality and Abilities,” Ch. 15

*Assignment:* *Action Plan* Document (will complete in M8)  
Preparation document for *Hampstead Houses* (M9)

## **Module 9 (Thursday, July 19th – am): Principals & their Agents**

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*Optional Readings:* Lewicki et al., “Agents, Constituencies, Audiences,” Ch. 11

*Assignment:* None

## **Module 10 (Thursday, July 19th – pm): Introduction to Coalitions**

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*Optional Readings:* Lewicki et al., “Coalitions”, Ch. 12  
Ames, “Map the players, change the game”

*Assignment:* Preparation document for *Tompkins Bowden* (M12)

### **Module 11 (Thursday, July 19th - pm): Coaching Sessions**

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*Optional Readings:* Ames, Mason & Carney “A Primer on Personal Development”

*Assignment:* Preparation document for *Tompkins Bowden* (M12)  
Preparation document for *Harborco* (M13)

### **Module 12 (Friday, July 20th - am): Multi-Party Negotiations**

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*Optional Readings:* Lewicki et al., “Multiple Parties & Teams”, Ch. 13

*Assignment:* Preparation document for *Harborco* (M13)

### **Module 13 (Friday, July 20th - pm): Multi-Party, Multi-Issue Negotiations**

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*Optional Readings:* None

### **Module 14 (Friday, July 20th - pm): In Conclusion**

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*Optional Readings:* Lewicki et al., “Best practices in Negotiations, Ch12  
Fisher et al., “In Conclusion”

*Assignment:* *Go Get A Deal* report (due August 3rd at 5pm)  
Optional Final Project (due August 9th at 5pm)