COURSE OBJECTIVES
Negotiation is the science of securing agreements between two or more interdependent parties. The central issues of this course deal with understanding the behavior of individuals, groups, and organizations in the context of competitive situations. The course is designed to help students achieve the following objectives.

Acquire a conceptual framework for analyzing conflicts.
We will develop a framework that will enable you to look beneath the manifest surface of a conflict to the underlying structure of parties and interests. By the end of the course, you should be better able to interpret and predict the behavior of individuals and groups in conflicts. You will be better able to determine what sort of negotiated agreement (if any) is advantageous in a given situation.

Broaden your repertoire of negotiation strategies and skills.
Abstract strategy is of little use without the skills to enact it. Hence, nearly half of class time is devoted to exercises in which you negotiate against classmates in simulated conflicts. One virtue of these exercises is that you are relatively free to experiment with tactics that you may not have tried before in your real negotiations. You will be able to see the effectiveness of different strategies through comparing your results with those of your classmates. From one exercise to the next, you will be able to see how the effectiveness of particular tactics depends on certain conditions, such as the degree of power you have, the number of parties in the negotiation, the degree of time pressure, and so forth.

Deepen your understanding of how to manage conflict in organizations.
A final objective of this class is to further your understanding of the causes and consequences of interpersonal and intergroup conflict in organizations. In particular, an appreciation for the benefits as well as the costs of negotiation and conflict will be fostered. Furthermore, we will seek to identify the crucial factors that affect the likelihood that certain managerial actions and messages will be received and accepted, in order to increase your confidence in the negotiation process as an effective means of resolving conflict in organizations.

CLASS FORMAT
This is a highly interactive course. It is premised on a basic assumption that becoming an effective negotiator is best achieved via hands-on experiences, combined with lecture, discussion, reading, and reflection on the underlying concepts of negotiation. There will be one or more role-play exercises in nearly every class period, each selected to help illustrate major concepts and to motivate further reflection and reading. These exercises will put you in new, and potentially uncomfortable, situations, but within the relatively safe environment of the classroom. In these exercises, you are encouraged to experiment with new and creative tactics discussed in lectures, readings, or classroom discussions. For this reason, I do not grade based on your negotiation outcomes.

ROLE PLAY GROUND RULES
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Please commit to the following ground rules for all of our role play exercises:

1. You are expected to be prepared and on time for all negotiation exercises.
2. You should not show your confidential role instructions to other parties during a negotiation, nor should you read them or quote them. At your discretion, you can choose to speak or not about your interests and alternatives to the other side.
3. 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. That said, 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.
4. 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. Don’t agree to things in the negotiation that would get the character fired or undermine his or her reputation.

READINGS AND COURSE MATERIALS
The readings have been selected to supplement your understanding of the processes involved in negotiation. The following books are required for the course.


Other readings will be found in the Course Packet.

GRADING
Becoming an effective negotiator is fundamentally personal and subjective. To ensure fair grades for such a course, I have designed the grading scheme to be based first and foremost on your own level of engagement and commitment rather than relative performance against your peers:

- To pass the course with a grade of P or HP, you must receive passing marks on all of the items 1-5 below.
- To get an H, you must complete items 6 and 7 as well. Completing them does not guarantee an H; you must also receive passing grades on them. However, you will not receive an H without completing all of them, even if you receive top scores on the required items.

The idea is to let each of you determine your final grade as much as possible. Because it is important for your learning experience that everyone understands the grading policy, I will go over it in class (Session 1 and again as needed) to make sure everyone understands my rationale clearly. If you are unsure about whether completing the additional assignments will earn you an H, please feel free to consult me.
Requirements for Passing the Course

1. **Preparation and participation (20% of your grade).**
   Students are expected to participate in all negotiation exercises and class discussions. If you miss an exercise, you not only deny yourself the learning experience, but you also negatively affect the learning experience of those with whom you are scheduled to negotiate. For this reason, full participation in each session is worth 6 points.

   **A note on absences:** Starting with the exercise in Session 2, if you are unable to participate in an exercise, you MUST notify me by email *at least one day in advance of class* so that I will have enough time to adjust negotiation pairings. An excused absence will result in a 3-point deduction from your participation grade per day. An unexcused absence will result in a full 6-point deduction from your participation grade. More than 2 unexcused absences may put you at risk of failing the course.

2. **Online Peer/Self Feedback (20% of your grade).**
   After each in-class exercise, you will be asked to provide feedback for yourself and your partner(s) using the online feedback report on Canvas. Feedback for each exercise is due at 11:59pm on the day of the exercise and is worth 3 points maximum. Each late survey will receive a 1-point deduction per day.

   To access these surveys and feedback reports, go to the course website on Canvas and locate the “Surveys” folder under the “Contents” tab.

3. **Phone Negotiation (20% of your grade)**
   For this assignment, your task is to negotiate over the phone with someone you do not know personally (such as a customer representative). Complete the post-negotiation worksheet (download from Canvas) by XXX, 11:59pm.

4. **Self-reflection Report (20% of your grade)**
   For this assignment, your task is to reflect on how you have negotiated throughout the semester and what you see in your peer-feedback report you will receive after Session 6. Complete the self-reflection worksheet (download from Canvas) by XXX, 11:59pm.

5. **Final Exam (20% of your grade)**
   Effective negotiation requires having a variety of tools and strategies at one’s finger tips. To test your mastery of the basic learning points that are crucial for conducting effective negotiation, there will be a closed-book final exam in Session 10, consisting of multiple-choice and short-answer questions covering lectures and required readings.
Additional Assignments for an H
In order to receive an H for the course, you must receive an average grade of H on the following items, in addition to the required assignments above (items 1-5).

6. “Go Get a Deal” Negotiation
For this assignment, your task is to negotiate with someone face-to-face for a good or service. Due XXX, 11:59pm.

7. The Negotiation Guru
Sometimes the best way to learn something is to teach it. For this assignment, your task is to coach someone outside of the class (such as a friend, colleague, or spouse) who is facing a negotiation situation, either face-to-face or over the phone. Your goal is to help him/her prepare for the negotiation, learn your favorite trick or tow, and think about what they can do better in a future negotiation. Due XXX, 11:59pm.
## COURSE SCHEDULE

### Class 1 (XXX)  Getting to Yes: Claiming Value
- **Class:** Course Overview  
  Negotiate and debrief *Used Cars*
- **Required Reading:** Babcock, *Nice Girls Don’t Ask*  
  (after Class 1)
- **Assignment:** Feedback on *Used Cars*

### Class 2 (XXX)  Getting to Yes: Leveraging Differences
- **Class:** Review distributive negotiation  
  Negotiate and debrief *Computron*
- **Required Reading:** *Getting to Yes*, Ch 5, 6  
  Malhotra, “Accept or Reject?”  
  (before Class 2)
- **Assignment:** Feedback on *Computron*

### Class 3 (XXX)  Getting to Yes: Creating Value
- **Class:** Negotiate and debrief *Texoil*
- **Required Reading:** Bazerman and Gillespie, *Betting on the Future*  
  Malhotra & Bazerman, “Investigative Negotiation”  
  (before Class 3)
- **Assignment:** Feedback on *Texoil*

### Class 4 (XXX)  Getting to Yes: Creating and Claiming Value
- **Class:** Negotiate and debrief *Park Bar*
- **Required Reading:** *Getting to Yes*, Ch 1-4  
  (before Class 4)
- **Assignment:** Feedback on *Park Bar*
  *New Recruit* negotiation and feedback before Jul 22, 11:59pm.

### Class 5 (XXX)  Getting to Yes: Additional Topics
- **Class:** Debrief *New Recruit*
- **Required Reading:** Medvec & Galinsky, “Putting More on the Table”  
  Swaab & Galinsky, “How to Negotiate When…”  
  *Getting to Yes*, Ch 7-8  
  (before Class 5)
- **Assignment:** Feedback on *Outside Offer*
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<td><em>Getting Past No, Ch 1-2</em></td>
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<td>Mahlotra, “Will You Negotiate or Litigate?”</td>
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<td>Bordone &amp; Todd, “Have You Negotiated How You’ll Negotiate?”</td>
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<td>Susskind, “When You Shouldn’t Go It Alone”</td>
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