This course aims to help students improve their skills in two fundamental ways. One is knowledge-oriented: students learn frameworks and concepts for analyzing conflict. Students acquire terms and models for identifying the type of conflict that exists in a situation and the potential costs and benefits of different strategies and tactics. Based on this, students should be able to interpret situations, plan tactics, and recognize and react to their counterpart’s behavior. A second and complementary route to improving as a negotiator is practice-oriented: students complement their analytical tools with behavioral skills. 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. The 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, mediation, agents, and coalitions. Some exercises involve numerical analyses, others revolve around qualitative conflicts. By the end of the course, students should be able to comfortably and 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.

**CONNECTION TO THE CORE**
This course is related to a wide range of topics that are important for developing professionals. In Columbia Business School’s core course sequence, it is perhaps most directly linked to the core leadership course, *Lead: People, Teams, Organizations*, where students will have received an overview of the topic and enacted a roleplay negotiation. This course dives deeper, focusing in steps
on different negotiation dynamics and ultimately addressing even more complex issues. 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 behavior related to persuasive communication and selling, touching on topics dealt with in the *Managing Marketing Programs* core course.

**COURSE FORMAT**
This is a highly interactive course. It is premised on a basic assumption that understanding and appreciation of negotiations are best achieved via hands-on experiences in combination 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. These exercises have been selected to help illustrate points in readings and lectures 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 urged to try out new and creative behaviors and tactics that have suggested themselves to you from your own reading and reflection.

**READINGS**
Readings will be drawn from several books. Students should purchase them in advance of the course and read them as noted in the syllabus:


  [NOTE: this is not the same as Lewicki, Saunders, and Barry’s volume, *Negotiation*]


A handful of additional readings will be provided in a reader and/or on the course website.

**ATTENDANCE**
Because this course is so experiential, attendance at class sessions is essential to getting learning value from the course. Further, because most class sessions involve pairs or groups of students working together, absences have the potential to undermine classmates’ experience. Thus, **attendance is required for all class sessions.** Absences will carry a grade penalty.

Once the course begins, students will be given a link to a website where they can send advance notice regarding absences. **Any absences not reported through this website will receive a severe grade penalty.**
ASSIGNMENTS AND COURSE REQUIREMENTS
Four components make up your grade: 1) required participation, 2) assignments, 3) a real world negotiation analysis, and 4) a final paper.

The second-to-last page of this syllabus provides a summary table of assignments.

» Required participation: 25% of grade

Participation includes several components:

- Attendance at all class sessions (see notes above on Attendance)
- Active, substantive involvement in simulations (see Role Play Ground Rules below)
- Engagement, discussion, and comments in class (quality is more important than quantity)

» Exercises and negotiation analyses: 35% of grade

The course features a number of online exercises which are part of the regular coursework (i.e., not optional). Links to online exercises can be found on the course’s Canvas website under the Pages section (on the left-side panel of the course site). Students will also complete brief analyses of several negotiations and conflicts. Some of these exercises will yield confidential feedback, so timely completion is critical. The exercises/analyses will be explained in more detail as the course proceeds. Exercises and analyses include:

- Online exercises and assessments
- Email negotiation and analysis
- Conflict cycle analysis
- Reading reflection
- Negotiation coaching exercise
- Video analysis

» Real world negotiation analysis: 25%

This analysis can be either an individual or two-person project reviewing some kind of real world negotiation or conflict. The topic could be some kind of explicit transaction or deal, but could also be a qualitative dispute or conflict. One approach would be a “real time” analysis of an event that happens during the course itself, such as negotiating with an employer, bargaining with a contractor, or a personal dispute. The paper could cover planning for the conflict in advance (including assumptions or expectations), a description of the conflict itself as it unfolded, and a reflection and analysis of the conflict (e.g., Were any assumptions wrong? What were the economic and relational consequences of the conflict? How might the conflict have gone differently?). Another approach would be a thoughtful analysis of a past conflict or deal, including discussion of the background and context, the dynamics of the conflict or deal itself, and the consequences of the exchange. An effective analysis would also likely feature some observations about what went well/poorly and how things might have gone differently.

Creative approaches are encouraged. The overarching objective is to think carefully about a real world conflict or negotiation and apply some of the concepts and tools featured in the course. While the details of any given case are important to note and consider, another goal is to coax some larger and more enduring lessons (e.g., good practices) that may be applied elsewhere.

A paragraph or two describing your planned real world negotiation analysis is due in Session 8. Individual papers typically range from 5 to 8 double-spaced pages. The expectations in terms of
depth and coverage are expanded with two people on the project (although a two-person paper is not necessarily expected to be twice the length of an individual paper). The choice to work independently or in pairs is up to students. The paper is due in Session 11. We may discuss some of these analyses (if students volunteer to do so) in our final class session.

Final paper: 15%

The form this paper takes is flexible, but several models have proven to be meaningful and substantive for students. One is a self-assessment paper in which you analyze yourself, including your style and its strengths and weaknesses, based on your experience in the course, the feedback you received, as well as other experiences. This analysis could culminate in an action plan for developing as a negotiator. Another effective model is to construct a coherent personal “theory of negotiation” that reflects what you believe are the fundamental dynamics and best practices of negotiation as they relate to you. This should not be a simple recapitulation of recommendations offered in the class or readings but rather some personalized version of your own negotiation manual that reflects a meaningful amount of reflection, synthesis, and application. A third possible model is to write a negotiation case or exercise, producing materials that could possibly be used in negotiations teaching or training; if you are considering this model, you’re encouraged to discuss your ideas with me early on. Final papers are typically 5-8 double-spaced pages long (length could vary for a negotiation exercise) and are due in Session 12.

ROLE PLAY GROUND RULES
Having a constructive learning environment is essential to this course’s effectiveness. Everyone plays a part in this. Here are some ground rules for our roleplay exercises:

1. You are expected to be on time for class meetings and, when applicable, to arrive prepared for in-class negotiation exercises.

2. You should not show your confidential role instructions to other parties during a negotiation, nor should you directly read them aloud. At your discretion, you can choose to speak about your interests to the other side. Once the negotiation is complete, you should still keep your instructions private, unless instructed otherwise. We will debrief most of our cases collectively in class.

3. Feel free to “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. The exercises are an opportunity to experiment. Unusual tactics (or at least ones that are different for you) add variety and can benefit the group discussion. However, steer clear of anything that verges on physical intimidation, sexual harassment, or personal abuse.

EXERCISES, RECORDS, 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.
PART 1: TWO-PERSON NEGOTIATIONS

SESSION 1 (Feb 3): Introduction

Readings (read by next session)  
Essentials of Negotiation Ch 1 “The nature of negotiation”  
Getting to Yes Ch 6

Assignments given  
Real-world negotiation paper (due Session 11)  
Final paper (due Session 12)  
Online assessment 2 (due February 9, 5 p.m.)

Assignments due  
Online assessment 1 (takes ~ 10 minutes, due February 2, 5 p.m. – please complete BEFORE Session 1)

SESSION 2 (Feb 10): Distributive bargaining

Readings (read by next session)  
Essentials of Negotiation Ch 2 “Strategy/tactics of distrib. bargaining”  
Getting to Yes Ch 8

Assignments due  
Online assessment 2 (due February 9, 5 p.m.)

SESSION 3 (Feb 17): Integrative bargaining, Part 1

Readings (read by next session)  
Essentials of Negotiation Ch 3 “Strategy/tactics of integrat. negotiation”;  
Getting to Yes Ch 1-4; “Know your objectives” (Benoliel & Cashdan)  
“Scoring a deal” (Ames, Larrick, & Morris)

Assignments given  
Prepare for Session 4 case (materials distributed prior to class)  
Email negotiation (negotiation completed by Session 4)

SESSION 4 (Feb 24): Integrative bargaining, Part 2

Readings (read by next session)  
Essentials of Negotiation Ch 4 “Negotiation: Strategy and planning”  
“Constructive conflict” (Follett)

Assignments given  
Email negotiation analysis (due in Session 5)

Assignments due  
Case preparation – Complete by Session 4  
Email negotiation – Complete negotiation by Session 4
PART 2: CONFLICT AND COMMUNICATION DYNAMICS

SESSION 5 (Mar 3): Conflict styles and dynamics

Readings
Difficult Conversations Ch 1-4
“Your bargaining style” (Shell Ch 1)

Assignments given
Conflict cycle exercise (due in Session 8)
Video analysis (due in Session 9)

Assignments due
Email negotiation analysis

SESSION 6 (Mar 10): Culture and gender

Readings
Essentials of Negotiation Ch 11 “International/cross-cultural negotiation”
“Why you need to ask” (Babcock & Laschever)

Assignments due
Reading reflection (due in Session #10)

NOTE: No class March 17

SESSION 7 (Mar 24): Trust and cooperation

Readings
Difficult Conversations Ch 5-6
“How to choose effectively” and “How to promote cooperation” (from Axelrod’s The Evolution of Cooperation)

Assignments given
Prepare for mediation case (conducted in next class)
Negotiation coaching exercise (due in Session 11)

PART 3: BEYOND DYADS

SESSION 8 (Mar 31): Mediation

Readings
Difficult Conversations Ch 7-12
“Managing Conflict” (Watkins Ch 7)

Assignments due
Draft plan for real world negotiation paper
Conflict cycle exercise
SESSION 9 (APR 7): Agents and third parties

Readings
Essentials of Negotiation Ch 8 “Ethics in negotiation”
“Bargaining with the devil …” (Shell Ch 11); “Confronting lies and deception” (Malhotra & Bazerman, Ch 9)

Assignments due
Video analysis

SESSION 10 (APR 14): Coalitions

Readings
“Enhancing your negotiating power” (Benoliel & Cashdan); “Multiple parties, coalitions, and teams” (Thompson Ch 9); “Get all the parties right” (Lax & Sebenius); “Map the players, change the game” (Ames)

Assignments given
Prepare for Session 11 case

Assignments due
Reading reflection

SESSION 11 (APR 21): Team negotiation

Readings
Essentials of Negotiation Ch 12 “Best practices in negotiations”
Getting to Yes “In conclusion”; “A primer on personal development” (Ames, Mason, & Carney)

Assignments due
Negotiation coaching exercise
Real-world negotiation paper

SESSION 12 (APR 28): Conclusion

Assignments due
Final paper
SUMMARY OF ASSIGNMENTS

More details on assignments will be offered during course meetings. A summary is offered below. See earlier section in this syllabus for further information on assignments.

<table>
<thead>
<tr>
<th>Assignment</th>
<th>Format</th>
<th>Due</th>
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<tbody>
<tr>
<td>Initial online assessment 1</td>
<td>Complete online survey (see Canvas site under “Pages” on left panel)</td>
<td>February 2, 5 p.m. – BEFORE Session 1</td>
</tr>
<tr>
<td>Online assessment 2</td>
<td>Complete online survey (see Canvas site under “Pages” on left panel)</td>
<td>February 9, 5 p.m.</td>
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<tr>
<td>Email negotiation</td>
<td>Complete email negotiation and capture entire transcript in Word document; no upload needed</td>
<td>Session 4</td>
</tr>
<tr>
<td>Prepare Session 4 case</td>
<td>Upload worksheet to course website and bring laptop to class (prepared to use worksheet in the negotiation)</td>
<td>Session 4</td>
</tr>
<tr>
<td>Email negotiation analysis</td>
<td>Upload annotated transcript to course website</td>
<td>Session 5</td>
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<tr>
<td>Draft plan for real world paper</td>
<td>Upload to course website (one to two paragraphs)</td>
<td>Session 8</td>
</tr>
<tr>
<td>Conflict cycle exercise</td>
<td>Upload to course website</td>
<td>Session 8</td>
</tr>
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<td>Video analysis</td>
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<td>Reading reflection</td>
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<td>Negotiation coaching exercise</td>
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<td>Session 11</td>
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<tr>
<td>Real world negotiation analysis</td>
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<td>Session 11</td>
</tr>
<tr>
<td>Final paper</td>
<td>Upload to course website</td>
<td>Session 12</td>
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<tr>
<td>Author(s)</td>
<td>Reading</td>
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<tr>
<td>Benoliel, Michael and Cashdan, Linda</td>
<td>“Know your objectives” (Ch II from <em>The Upper Hand</em>)</td>
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<td>Ames, Daniel, Larrick, Richard, &amp; Morris, Michael</td>
<td>“Scoring a deal: Valuing outcomes in multi-issue negotiations” (<em>Columbia CaseWorks</em> article)</td>
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<tr>
<td>Follett, Mary Parker</td>
<td>“Constructive conflict”</td>
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<td>Shell, G. Richard</td>
<td>“The first foundation: Your bargaining style” (Ch 1 from <em>Bargaining for Advantage</em>)</td>
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<tr>
<td>Babcock, Linda and Laschever, Sara</td>
<td>“Why you need to ask” (Ch I from <em>Ask for It</em>)</td>
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<tr>
<td>Axelrod, Robert</td>
<td>“How to choose effectively” and “How to promote cooperation” (Chs 6 and 7 from <em>The Evolution of Cooperation</em>)</td>
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<td>Watkins, Michael</td>
<td>“Managing conflict” (Ch 7 from <em>Breakthrough Business Negotiation</em>)</td>
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<td>Shell, G. Richard</td>
<td>“Bargaining with the devil without losing your soul” (Ch 11 from <em>Bargaining for Advantage</em>)</td>
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<td>Malhotra, Deepak and Bazerman, Max</td>
<td>“Confronting lies and deception” (Ch 9 in <em>Negotiation Genius</em>)</td>
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<td>Benoliel, Michael and Cashdan, Linda</td>
<td>“Enhance your negotiating power” (Ch VII from <em>The Upper Hand</em>)</td>
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<td>Thompson, Leigh</td>
<td>“Multiple parties, coalitions, and teams” (Ch 9 in <em>The Mind and Heart of the Negotiator</em>)</td>
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<td>Lax, David and Sebenius, James</td>
<td>“Get all the parties right” (Ch 4 from <em>3D Negotiation</em>)</td>
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<td>Ames, Daniel</td>
<td>“Map the players, change the game: Evaluating who is—and should be—in involved in deals and decisions” (<em>Columbia CaseWorks</em> article)</td>
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<tr>
<td>Ames, Daniel, Mason, Malia and Carney, Dana</td>
<td>“A primer on personal development” (<em>Columbia CaseWorks</em> article)</td>
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