

University of Chicago – Harris School of Public Policy

PPHA 58050 • Leadership, Negotiations & Management (EMP) • Autumn Quarter 2025

Lead Instructor:

John Graham Burrows, Ph.D. (Senior Lecturer, Harris School; Associate Fellow, Oxford)

Contact:

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Teaching Assistants:

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Guest/Co-Instructor:

Caroline Johnson (“Jet Girl”) carolinejohnson810@gmail.com – Sessions 4, 6, and 7

Meeting Time & Modality:

Nine meetings • Tuesdays 6:00–8:50 PM CT • Taught via Zoom (see calendar invites)

Course Tools:

Canvas (supporting readings and announcements)

[iDecisionGames](#) (role documents for negotiation exercises)

Gradescope/Canvas (submission of assignments)

Course Overview & Objectives

This course is about getting things done—by bringing people together to create and deliver value. It blends two essential capabilities of strategic leadership: building and leveraging social capital, and negotiating to advance shared goals.

We begin with two sessions focused on social capital, where you'll learn to differentiate between social, human, and financial capital and apply concepts like brokerage and closure to diagnose execution challenges. Using social network analysis (SNA), we explore core ideas such as betweenness and structural constraint to identify organizational bottlenecks and design actionable interventions.

We then shift to negotiation. Week 3 introduces a foundational distributive simulation to build your preparation skills—developing BATNAs, setting reservation values, and defining scoring systems. In Week 4, we connect individual leadership styles to team dynamics using the Indigo assessment, helping you prioritize, communicate under pressure, and foster psychological safety. Weeks 6 and 7 further develop applied leadership through experiential exercises that emphasize briefing, execution, and debriefing under realistic constraints.

The final stretch of the course dives into complex negotiations. You'll extend your skillset beyond integrative tools—such as contingent contracts and influence strategies—into multi-party environments. We'll tackle coalition formation, agenda setting, and decision dynamics in group contexts. The capstone negotiation synthesizes these elements, reinforcing your ability to design, lead, and transfer effective processes back to the workplace.

Throughout the course, you'll gain practical fluency in both network thinking and negotiation execution—skills that will make you a more capable leader, strategist, and collaborator in any organizational setting.

Class Readings (Text, Supporting Readings, Exercises)

Required purchase (text):

- Max H. Bazerman & Margaret A. Neale (1994). *Negotiating Rationally*. Free Press.

Other readings relating to Social Capital and Negotiations that are not negotiation exercises are provided as PDFs on Canvas. If short of time before negotiation weeks, always prioritize your reading and prepare the upcoming negotiation exercise:

- Wayne E. Baker, "What Is Social Capital?" (chapter excerpt).
- Mark S. Granovetter, "The Strength of Weak Ties" (selections).
- Ronald S. Burt, selections from "Structural Holes."
- James K. Sebenius, "Essentials of Negotiation."
- "When Should We Use Agents?" (short note).
- "When Is It Legal to Lie?" (short note).
- Deepak Malhotra & Max H. Bazerman, "Strategies of Influence" (optional).
- Michael A. Watkins & Mark H. Rosegrant, "Sources of Power in Coalition Building."
- Bazerman & Gillespie, "Betting on the Future" (optional; use if contingent contracts are covered).

Negotiation Exercises (weeks 3, 5, 8, and 9) are found on iDG:

- Week 3 — Bradford Development (distributive negotiation)
- Week 5 — Madsen v. Clayton (agents/ethics), New Recruit (integrative negotiation)
- Week 8 — Negotiating Star Compensation (team based negotiation), Social Services (simple 3-party coalitional negotiation)
- Week 9 — Deeport (complex multi-party capstone negotiation)

Leadership readings readings (which drive weeks 4, 6, and 7) are as follows and are PDFs on Canvas:

- Week 4: Three Elements of Great Communication, According to Aristotle (Edinger)
- Week 6: Excerpt on Values from Dare to Lead by Brene Brown (Focus on pages 1-16, if you have time you can read on.)
- Week 7: The Leader's Guide to Corporate Culture (Groysbrg et. al)

Pedagogical Approach

We use a blend of theory, cases, negotiation exercise, and discussion of practice. The theory is important – it puts structure on an area of management that is often poorly understood and often managed by intuition. Not only does theory make your thinking on this topic more structured and rigorous, but it also helps you to uncover general principles that can be applied in your business or new settings that you will face later in your career. The theory is complementary but distinctly different from more traditional approaches from economics and psychology. The cases are important because they give us a common set of examples to discuss, bring added complexity, and help you understand implementation of the ideas.

How This Class Will Work

Classes blend short lectures, case/reading discussions, workshops, and simulations. Week 1 and 2 will be more lecture heavy (although hopefully not too much so!) From Week 3 onward, we engage live negotiation or leadership drills most weeks. Role packets and preparation sheets are provided on Canvas. Attendance and professionalism are part of the grade; please notify us in advance if you must miss. One missed class is a “freebie” no excuse needed. Beyond that your letter grade in the course may be impacted.

Assignments & Grading

Component	Week(s) Due	Individual or Group Assignment	Weight
Class Participation & Professionalism	-	-	10%
6 x Negotiation Prep Sheets	3, 5 (x2), 8 (x2), 9	Individual	18%
Social Capital Diagnostic Memo	3	Individual	10%
Indigo Assessment & Review pg. 3 & 9 of your results	4	Individual	3%
Values Exercise	6	Individual	3%
Negotiation & Leadership Integration Paper	7	Individual	10%
Deeport Capstone - In-Class	-	-	10%
Final Paper on either AI and/or Piece of Media (3–5 person group)	10 (Finals Week)	Group	36%

Submission & Late Policy:

Submit deliverables via Gradescope/Canvas by the posted deadline. Late work loses one letter grade per 24 hours unless prior arrangements are made for serious reasons. The exception to this is pre-class work (prep sheets, the Indigo Assessment, and the Values Exercise), which will receive a 0 if turned in after the deadline due to their importance to class participation. Regrade requests are due within 7 days of grade release. Instructor retains right to delay regrade requests until end of quarter to determine if a change would meaningfully impact letter grade assignment in the course as a whole.

Key Policies & Resources

Academic Integrity: Uphold the highest standards of academic integrity. Suspected violations will be referred to Harris for adjudication.

Student Disability Services: If you need accommodations, please provide your Accommodation Determination Letter as early as possible.

Diversity & Inclusion: We aim for open inquiry and mutual respect. Please share feedback on improving the learning environment.

Recording & Privacy: Follow University and Harris policies on audio/video recording and deletion.

Week-by-Week Schedule (subject to modest adjustments)

Week and Date	Teaching Team	Focus	In-Class Activity	Readings (before class)	Deliverables / Pre-work
Week 1 9/30/25	John and Hadalee	The Competitive Advantages of Social Capital	Mini-lecture + discussion; micro-network mapping.	Baker, "What Is Social Capital?"; Suggested: Granovetter, "The Strength of Weak Ties".	—
Week 2 10/7/25	John and Kay	Brokerage vs. Closure; Execution via Networks	SNA mini-workshop (betweenness, constraints).	Hansen, M. & von Oetinger, B. (2001). "Introducing T-Shaped Managers." Harvard Business Review	—
Week 3 10/14/25	John and Kay	Intro to Negotiations + Value Claiming	Simulation: Bradford Development; debrief (concessions, fairness).	Sebenius, "Essentials of Negotiation"; Bazerman & Neale, chs. 1–4.	Submit Prep Sheet for Bradford Development before class; and Social Capital Diagnostic Memo
Week 4 10/21/25	Caroline and Kay	Indigo, Communication, & Feedback	An interactive session where we unpack the elements of your Indigo Assessment to learn more about our strengths as leaders. We will work in pairs to explore our communication styles and learn how to read and adapt to others' communication styles. We will wrap up learning and applying a feedback framework in another interactive exercise.	Three Elements of Great Communication, According to Aristotle (Edinger)	Complete The Indigo Assessment & Review pg. 3 & 9 of your results. Submit results

Week 5 10/28/25	John and Hadalee	Integrative Negotiations (Basics) + Agents/Ethics Primer	Two negotiations: Madsen v. Clayton (agents & ethics) and then New Recruit; debrief on packages and post settlement settlements	Bazerman & Neale, chs. 5–8; Bazerman & Gillespie, “Betting on the Future.” Optional: Malhotra & Bazerman, “Strategies of Influence.”	Submit Prep Sheets Madsen v. Clayton and New Recruit before class (2 separate prep sheets)
Week 6 11/4/25	Caroline and Hadalee	Core Values, Motivation, & Process Goal Setting	We will work in small groups to practice our new feedback model as we unpack our personal values and what they mean to us. Then we will move on to introduce an incredible tool to align and prioritize leadership and what matters to you in your personal and professional lives.	Excerpt on Values from <u>Dare to Lead</u> by Brene Brown (Focus on pages 1-16, if you have time you can read on.)	Complete Values Exercise. Submit results
Week 7 11/11/25	Caroline and Hadalee	Scaling your Leadership- Leading Teams & Organizations	Explore scaling your leadership to equip you with a toolset to confidently lead teams and organizations. We will work through some of the key frameworks of leadership at a higher level and apply the tools with real life examples and cases.	The Leader’s Guide to Corporate Culture (Groysbrg et. al)	Submit Negotiation & Leadership Integration Paper
Week 8 11/18/25	John and Hadalee	Introduction to Team-Based and Coalitional Negotiations	Two group negotiations of distinct “flavors”: Negotiating Star Compensation (Team based); and Social Services (Simple 3-party coalitional).	Bazerman & Neale, chs. 12–18	Submit Prep Sheets Star Comp and Social Services before class (2 separate prep sheets). Note prep all 3 roles in Social Services

Week 9 12/2/25	John and Hadalee	Complex Multi-Party Capstone	Simulation: Deeport (Complex 6-party coalitional); process design, agenda control, alliances, closing tactics.	Watkins & Rosegrant, “Sources of Power in Coalition Building.”	Submit Deeport preparation sheet
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