

PPHA 37411 1 (Winter 2026) Management Matters: Leadership, Strategy, and Getting Things Done

Lead Instructor:

John Graham Burrows, Ph.D.

Head Teaching Assistant:

Kay Kiladze-Picard

Lead TA for MPP Section:

Kay Kiladze-Picard

Contact:

jburrows@uchicago.edu

Office hours by appointment (Zoom or in person)

kkiladze@chicagobooth.edu

Guest/Co-Instructor:

N/A

Meeting Time and Location:

Nine meetings • Wednesdays 3:00–5:50 PM CT • Keller 2112

Course Tools:

Canvas (supporting readings and announcements)

[iDecisionGames](#)[Links to an external site.](#) (role documents for negotiation exercises)

Canvas (submission of assignments)

Course Overview & Objectives

More than ever before, the central role of a leader is to formulate an organization's objectives, organize to achieve those objectives, and convey such in a form attractive to employees and other stakeholders, whether investors, donors, citizens, customers, partners, or politicians. The leader and leadership team have point responsibility, but

middle managers too are expected to play a role, and most certainly expected to shape their personal business responsibilities to broad organizational strategy.

Leaders are less often trained to perform these responsibilities than they are simply expected to meet them. This course is about bringing people together to create and deliver value. It is about identifying opportunities, mobilizing resources around opportunities, and organizing to deliver.

In short: this course is about getting things done.

In any situation, there is a social organization comprised of players with divergent but not infrequently complimentary interests. In the first weeks of this course, we introduce key principles and their application, with a particular emphasis on using social network analysis to better understand how to coordinate personal contacts across diverse groups in an organization, coordinate employees within and between functional groups, and coordinate activities across markets and society more broadly. A strategic leader knows alternative principles of organizing and when to optimize for one or another. Using social capital and social network analysis as our central frameworks, we'll address the key questions:

“How do I work with other people to identify valuable opportunities and how do we mobilize to make it happen?”

In the later class sessions, via simulated negotiation exercises we will start to develop your ‘interpersonal toolkit,’ exploring how to execute strategy through persuading other humans to work with you towards your objectives. You will learn from an extensive set of negotiation experiences in class, practice your skills, and benefit from feedback. We will focus on specific aspects of the negotiation process such as obstacles to effective communication at the bargaining table, the maximization of multiple interests, and tactics for coalition building.

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, Negotiations, and Change Management that are not negotiation exercises are provided as PDFs on Canvas. If short of time before negotiation and/or other simulation weeks, always prioritize your reading and preparation for the class exercise:

Supporting Readings (by week)

Week 1

- Wayne E. Baker, “What Is Social Capital?” (chapter excerpt)
- Mark Granovetter, “The Strength of Weak Ties”

Week 2

- Morten T. Hansen and Bolko von Oetinger, “Introducing T-Shaped Managers”

Week 3

- James K. Sebenius, “Essentials of Negotiation”
- Max H. Bazerman and Margaret A. Neale, *Negotiation Rationally*, Chapters 1–4

Week 4

- Max H. Bazerman and Margaret A. Neale, *Negotiation Rationally*, Chapters 5–8
- Recommended: Caroline Rees, Ann E. Tenbrunsel, and Max H. Bazerman, “Bounded Ethicality and Ethical Fading in Negotiations”

Week 5

- Deepak Malhotra and Max H. Bazerman, *Negotiation Genius*, Chapter 7: “Strategies of Influence” (PDF in Readings folder)

Week 6

- Avinash Dixit and Barry Nalebuff, “Credible Commitments”
- Max H. Bazerman and James Gillespie, “Betting on the Future: The Virtues of Contingent Contracts”

Week 7

- Max H. Bazerman and Margaret A. Neale, *Negotiation Rationally*, Chapters 12–18
- Delia Baldassarri, “Cooperative Networks: Altruism, Group Solidarity, Reciprocity, and Sanctioning in Ugandan Producer Organizations”

Week 8

- Boris Groysberg et al., “The Leader’s Guide to Corporate Culture”

- Scott Edinger, “Three Elements of Great Communication, According to Aristotle”

Week 9

- Michael Watkins and Susan Rosegrant, “Sources of Power in Coalition Building”

Negotiation Exercises (weeks 3, 4, 5, 6, 7, and 9) are found on iDG:

Week 3 — Bradford Development (distributive negotiation)

Week 4 — Madsen v. Clayton (agents/ethics) and New Recruit (simple integrative)

Week 5 — Tipal Dam (cross-border negotiation)

Week 6 — Moms.com (complex integrative negotiation)

Week 7 — Star Compensation and Social Services (simple multi-party simulations)

Week 9 — Deepport (complex multi-party capstone negotiation)

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.

Where to Direct Questions

For questions about class material, assignments, logistics, or expectations, students should use the Discussion section of the course Canvas site. Questions of this nature sent by email will be redirected to Canvas so that all students can benefit from the response. Responses on Canvas can typically be expected within 48 hours. Students are encouraged to engage with existing discussion threads by adding follow-up questions, suggestions, or proposed answers. Substantive contributions to Canvas discussions are rewarded as part of the participation grade.

To ensure that all students have adequate time to digest responses prior to deadlines, questions on class material and assignments must be posted no later than 36 hours before the relevant due date. For example, for an assignment due at 8:30 AM on Wednesday, the cutoff for questions is 8:30 PM on Monday. Within 24 hours following this cutoff, the instructional team will endeavor to respond to all outstanding questions and then close discussion threads.

For personal or confidential matters (e.g., formally authorized absences), students should email the instructor directly.

Attendance and Participation

Attendance and professional engagement are an important component of this course and will benefit both you and your peers.

One class absence for any reason is permitted and will not affect the attendance and participation grade. Students do not need to notify the instructor or Teaching Assistants regarding their first absence.

Any additional absences may affect the participation/attendance grade unless they are formally authorized through the appropriate academic office:

- [HARRIS] Harris Academic Services
- [BOOTH] Booth Academic Services / Program Office
- [COLLEGE] College Advising / Dean of Students

The instructor and Teaching Assistants are not authorized to independently excuse additional absences. Students seeking an excused absence beyond the one permitted absence must work directly with the appropriate academic office, and should forward the formal approval to the instructional team if an absence is approved.

Submission & Late Policy:

Submit deliverables via Canvas by the posted deadline. Late work loses one letter grade per 24 hours unless formal prior arrangements are made for serious reasons. The exception to this is pre-class work (prep sheets), 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 (Prep Sheets are not eligible for regrades – please read separate note below). 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.

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.

Assignments & Grading

Component	Week(s) Due	Individual or Group Assignment	Weight
Class Attendance and Participation	All	Individual	20%
Negotiation Prep Sheets (8 in total, we drop weakest 2)	3, 4 (x2), 5, 6, 7 (x2), 9	Individual	20%
Social Capital Case Analysis	3	Individual	25%
Change Management Computer-Driven Simulation	8	Group & Individual	10%
Deepot Capstone Negotiation	9	Individual	5%
Final Paper on Negotiations in Media (3–5 person group)	10 (Finals Week)	Group	20%

Negotiation Preparation Sheets

Negotiation preparation sheets are evaluated using a check / check-plus / check-minus framework.

There will be no regrades for preparation sheets except in cases of a clear technical or clerical error. Differences in judgment are not grounds for regrading.

Teaching Assistants will hold at least one preparation-sheet review session during the quarter to clarify expectations and answer general questions. Due to the volume of preparation sheets graded, Teaching Assistants are unable to respond to individual emails regarding preparation-sheet feedback.

Each preparation sheet is worth 3 points total, divided equally between Strategy (1.5 points) and BATNA (1.5 points).

Strategy:

- 1.5 – Detailed, contingency-aware strategy.
- 1.0 – Thoughtful but limited depth.
- 0.5 – Major component missing or factual restatement.
- 0.0 – Blank.

BATNA:

- 1.5 – Correct and fully quantified where applicable.
- 1.0 – Largely correct but incomplete.
- 0.5 – Incorrect for both roles.
- 0.0 – Blank.

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

***** Unless noted otherwise, all pre-work is due by 11:59pm the day before class *****

Week	Focus	In-Class Activity	Readings (before class)	Deliverables / Pre-work
-------------	--------------	--------------------------	--------------------------------	--------------------------------

	The Competitive Advantages of Social Capital	Mini-lecture + discussion; micro-network mapping.	Baker, "What Is Social Capital?"; Granovetter, "The Strength of Weak Ties."	—
Week 1				
Week 2	Brokerage vs. Closure; Execution via Networks	SNA mini-workshop (betweenness, constraints).	Hansen and von Oetinger, "Introducing T-Shaped Managers."	—
Week 3	Intro to Negotiations + Value Claiming	Simulation: Bradford Development; debrief (concessions, fairness).	Sebenius, "Essentials of Negotiation" Bazerman and Neale, <i>Negotiation Rationally</i> , Chapters 1–4	Submit Prep Sheet for Bradford Development before class;
Week 4	Integrative Negotiations (Basics) + Agents/Ethics Primer	Two simulations: Madsen v. Clayton (agents & ethics) and then New Recruit; debrief on packages and post settlement settlements	Bazerman and Neale, <i>Negotiation Rationally</i> , Chapters 5–8 Recommended: Rees, Tenbrunsel, and Bazerman, "Bounded Ethicality and Ethical Fading in Negotiations" (skim)	Submit Prep Sheets Madsen v. Clayton and New Recruit before class (2 separate prep sheets) Submit Social Capital Case Analysis
Week 5	Cross Border Negotiations	Simulation: Tipal Dam (cross-border, cross-sector, and ethical complications)	Malhotra and Bazerman, <i>Negotiation Genius</i> , Chapter 7: "Strategies of Influence" (PDF in Readings folder)	Submit Prep Sheet for Tipal Dam before class
Week 6	Complex Integrative Negotiations	Simulation: Moms.com (complex financial terms and uncertainty)	Dixit and Nalebuff, "Credible Commitments" Bazerman & Gillespie, "Betting on the Future: The Virtues of Contingent	Submit Prep Sheet for Moms.com before class
	Guest Lecture by Kay Kiladze- with power: looking at	Lecture on "Influence		

	Picard	formal vs informal power, "Contracts" with a deep dive on informal sources"		
		Two group negotiations of	Bazerman and Neale, <i>Negotiation Rationally</i> , Chapters 12–18	
		Introduction to distinct "flavors":		Submit Prep Sheets for Star
Week 7	Team-Based and Coalitional Negotiations	Negotiating Star Compensation (Team based); and Social Services (Simple 3-party coalitional).	Baldassarri, "Cooperative Networks: Altruism, Group Solidarity, Reciprocity, and Sanctioning in Ugandan Producer Organizations."	Comp and Social Services before class (2 separate prep sheets). Note prep all 3 roles in Social Services
Week 8	Change Management Simulation	This week will bring multiple threads of class together to navigate a complex computer-driven simulation. Details to follow.	Groysberg et. Al., "The Leader's Guide to Corporate Culture" Edinger, "Three Elements of Great Communication, According to Aristotle"	Simulation completed and scored in class; reflection due within 24 hours after class
Week 9	Complex Multi-Party Capstone	Simulation: Deepport (Complex 6-party coalitional); process design, agenda control, alliances, closing tactics.	Watkins and Rosegrant, "Sources of Power in Coalition Building."	Submit Prep Sheet for Deepport before class; Your performance in Deepport is scored
Week 10	Final's Week	No Class Session	N/A	Final Paper on Negotiations in Media