

**MBA B712 & B712E
Managerial Negotiations
Winter 2022 Course Outline
Human Resources & Management Area
DeGroot School of Business
McMaster University**

COURSE OBJECTIVE

The exercise of negotiations is prevalent and an essential element in all human interactions and particularly in business and professional scenarios so the ability to negotiate effectively will be an essential and vital part of your career.

The purpose of this course will be to provide students with insights both theoretical and practical to develop and apply negotiation skills by reviewing current literature, business studies, class discussions and role playing.

INSTRUCTOR AND CONTACT INFORMATION

Section 1: Wednesday
14:30 – 17:30

Bob Thompson
Instructor

bob.thompson222@rogers.com

Office: TBD
Office Hours: after class
Tel: (416) 875-3589 Cell
Class Location: RJC214

Section 2: Wednesday
19:00 -22:00

Bob Thompson
Instructor

bob.thompson222@rogers.com

Office: TBD
Office Hours: before class
Tel: (416) 875-3589 Cell
Class Location: RJC214

Student TA
TBD

COURSE ELEMENTS

Credit Value: 3	Leadership: Yes	IT skills: No	Global view: Yes
Avenue: Yes	Ethics: Yes	Numeracy: Yes	Written skills: No
Participation: Yes	Innovation: Yes	Group work: Yes	Oral skills: Yes
Evidence-based: Yes	Experiential: Yes	Final Exam: No	Guest speaker(s): No

COURSE DESCRIPTION

The key component of this course is the negotiation simulations, quizzes, and assignments. These are complemented by readings, lectures, and group discussions. The learning strategy consists of students:

- 1) preparing for and engaging in negotiation simulations throughout the course;
- 2) consistently receiving peer feedback on their performance after the simulation; and
- 3) making linkages between the readings, case-studies, and simulations to firmly understand how the theoretical literature informs practice.

Throughout this cycle, students will critically appraise their own negotiation styles and refine their skills for future use in their careers. Students will learn to apply their knowledge and skills to a variety of settings.

LEARNING OUTCOMES

Upon successful completion of this course, students will be able to complete the following key tasks:

- Describe the process and sub-processes of negotiation, and their implications for negotiation strategy
 - Prepare for negotiations, including strategy formulation and the evaluation of contexts
 - Recognize how emotions, communication, and power impact negotiation processes and outcomes
 - Apply conflict resolution techniques to resolve disputes and reach compromises in difficult negotiations
 - Adapt their negotiation strategies across single-issue/multi-issue and single-party/multi-party scenarios
 - Identify unethical bargaining tactics and strategies, as well as prescribe alternatives
 - Appraise one's negotiation style and that of others
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COURSE MATERIALS AND READINGS

Required:

Lewicki, R.J., Saunders, D.M., Barry, B., and Tasa, K. (2020). *Essentials of Negotiation*, Fourth Canadian Edition. Toronto: McGraw-Hill Ryerson Limited.

Additional materials will be posted on the course website.

COURSE OVERVIEW AND ASSESSMENT

Your final grade will be calculated as follows:

GRADE COMPONENT	WEIGHT	DESCRIPTION
Engagement	15%	5%: Attendance 10%: Contributions to weekly discussions & involvement in simulations
Brief Deliverables	10%	5 x 2%; Five short submissions relating to simulation preparation or reflection
Quizzes	20%	2 x 10%; Quizzes containing multiple choice questions relating to publisher's material
Practical Negotiation Analysis	15%	Assignment to create, report on and reflect on a real-life negotiation
Negotiation Plans	20%	2 x 10%; Comprehensive Plans submitted prior to negotiating course simulations
Final Negotiation	20%	Final Multi-Party Negotiation

Missed tests/exams will receive a grade of zero unless the student has submitted and been approved for a Notification of Absence or MSAF. Late assignments will be penalized 4% per day (including weekends and holidays) for each day they are late.

COURSE DELIVERABLES

Attendance (5%)

Attendance to the entirety of each of the 13 weekly sessions will be monitored and assigned 5% of the final grade. Students are strongly urged to attend every class (absences should be justified).

Participation (10%)

Participation is valued at 10% of your final grade. Effective participation is measured by the effort taken to effectively participate in class exercises and discussions. Students are strongly urged to take in-class participation very seriously. In order to effectively participate in class, students are to read the assigned material before class and demonstrate understanding of the assigned material by making informed comments on the readings and how they connect to the activities undertaken in-class. Students are

expected to reflect on the assigned material on the day it is assigned, the week after it is assigned, and in other instances where appropriate.

Name cards and class pictures are used to help give credit for your participation. You must have a name card, or log in, with your **full first and last name** clearly written and displayed for every class.

Since student participation is an important component of this course, official McMaster student ID photographs will be used to ensure that each student is assessed accurately. The instructor will use the photograph to ensure the accuracy of participation marks, group work, and for identifying students for grading purposes.

Brief Deliverables (10%)

You will be asked to complete five short submissions relating to the in-class simulations on prescribed weeks. These submissions are brief, non-time-consuming exercises meant to assure that you are engaging in the material. The intention is that you should be able to complete them in under 30 minutes. With these short assignments, no direct feedback will be given, and a 2% grade will be assigned to those who completed them satisfactorily. More information will be provided in advance on the course website.

Quizzes (20%)

During the course there will be two quizzes valued at 10% each. The quizzes will be comprised of a series of multiple-choice questions relating to the publisher materials and must be completed online within a set time frame. These multiple-choice quizzes will **NOT** cover simulation material and will **NOT** cover optional readings. These quizzes are open book. A few sample questions will be made available for practice on the course website where more information will also be provided in advance.

Practical Negotiation Analysis (15%)

This assignment is valued at 15% of your final grade and will be marked individually. In this assignment you are asked to plan for, engage in, describe, and reflect on an actual personal negotiation that you initiate sometime during the first six weeks of this course. The negotiation can be relatively simple and basic. The purpose of this assignment is to provide an opportunity to deliberately engage in the steps of negotiation and to have a real-life experience for which the outcome is influenced and controlled. There is a two-page limit. More information will be provided in advance on the course website.

Negotiation Plans (20%)

During the course there will be two plan assignments valued at 10% each. These assignments are graded individually. These Negotiation Plan assignments are an opportunity to apply newfound skills, theory, and knowledge of the phases of negotiation. A plan is a short and concise document that will hopefully assist the negotiator in achieving a better outcome. More information will be provided in advance on the course website.

Final Negotiation (20%)

During the last two weeks, students will engage in a two-hour multi-party simulation where their real-time negotiation skills and their ability to reflect will be evaluated. After a sign-up process, the simulation will occur in either Week 12 or Week 13 depending on the group assignment. This simulation experience is intended to be an opportunity to show a facility with the different phases of negotiation and to try different negotiation strategies that have been highlighted in the course from class discussions,

exercises, and the textbook. The objective is to develop a comfort level looking at a complex negotiation problem and working with other parties to arrive at settlement. More information will be provided in advance on the course website.

COMMUNICATION AND FEEDBACK

Students who wish to correspond with instructors or TAs directly via email must send messages that originate from their official McMaster University email account. This protects the confidentiality and sensitivity of information as well as confirms the identity of the student. Emails regarding course issues should NOT be sent to the Area Administrative Assistants. All students must receive feedback regarding their progress prior to the final date by which a student may cancel the course without failure by default.

Instructors are encouraged to conduct an informal course review with students by Week #4 to allow time for modifications in curriculum delivery. Instructors should provide evaluation feedback for at least 10% of the final grade to students prior to Week #8 in the term.

MISSED ACADEMIC WORK

Missed Mid-Term Examinations / Tests / Class Participation

Where students miss a regularly scheduled mid-term or class participation for legitimate reasons as determined by the Student Experience – Academic (MBA) office, the weight for that test/participation will be distributed across other evaluative components of the course at the discretion of the instructor. Documentation explaining such an absence must be provided to the Student Experience – Academic (MBA) office within five (5) working days upon returning to school.

To document absences for health related reasons, please provide to Student Experience – Academic (MBA) office the Petition for Relief for MBA Missed Term Work and the McMaster University Student Health Certificate which can be found on the DeGroot website at <http://mbastudent.degrootemcmaster.ca/forms-and-applications/>. Please do not use the online McMaster Student Absence Form as this is for Undergraduate students only. University policy states that a student may submit a maximum of three (3) medical certificates per year after which the student must meet with the Director of the program.

To document absences for reasons other than health related, please provide Student Experience – Academic (MBA) office the Petition for Relief for MBA Missed Term Work and documentation supporting the reason for the absence.

Students unable to write a mid-term at the posted exam time due to the following reasons: religious; work-related (for part-time students only); representing university at an academic or varsity athletic event; conflicts between two overlapping scheduled mid-term exams; or other extenuating circumstances, have the option of applying for special exam arrangements. Such requests must be

made to the Student Experience – Academic (MBA) office at least ten (10) working days before the scheduled exam along with acceptable documentation. Instructors cannot themselves allow students to unofficially write make-up exams/tests. Adjudication of the request must be handled by Student Experience – Academic (MBA).

If a mid-term exam is missed without a valid reason, students will receive a grade of zero (0) for that component.

Missed Final Examinations

A student who misses a final examination without good reason will receive a mark of 0 on the examination.

All applications for deferred and special examination arrangements must be made to the Student Experience – Academic (MBA) office. Failure to meet the stated deadlines may result in the denial of these arrangements. Deferred examination privileges, if granted, must be satisfied during the examination period at the end of the following term. There will be one common sitting for all deferred exams.

Failure to write an approved deferred examination at the pre-scheduled time will result in a failure for that examination, except in the case of exceptional circumstances where documentation has been provided and approved. Upon approval, no credit will be given for the course, and the notation N.C. (no credit) will be placed on the student's transcript. Students receiving no credit for a required course must repeat the course. Optional or elective courses for which no credit is given may be repeated or replaced with another course of equal credit value.

Requests for a second deferral or rescheduling of a deferred examination will not be considered.

Any student who is unable to write a final examination because of illness is required to submit the Application for Deferred MBA Final Examination and a statement from a doctor certifying illness on the date of the examination. The Application for Deferred MBA Final Examination and the McMaster University Student Health Certificate can be found on the DeGroote website at <http://mbastudent.degroote.mcmaster.ca/forms-and-applications/> Please do not use the online McMaster Student Absence Form as this is for Undergraduate students only. Students who write examinations while ill will not be given special consideration after the fact.

In such cases, the request for a deferred examination privilege must be made in writing to the Student Experience – Academic (MBA) office within five business days of the missed examination.

Special examination arrangements may be made for students unable to write at the posted exam time due to compelling reasons (for example religious, or for part-time students only, work-related reasons):

- Students who have religious obligations which make it impossible to write examinations at the times posted are required to produce a letter from their religious leader stating that they are unable to be present owing to a religious obligation.
- Part-time students who have business commitments which make it impossible to write examinations at the times posted are required to produce a letter on company letterhead from

the student's immediate supervisor stating that they are unable to be present owing to a specific job commitment.

In such cases, applications must be made in writing to the Student Experience – Academic (MBA) office at least ten business days before the scheduled examination date and acceptable documentation must be supplied.

If a student is representing the University at an academic or athletic event and is available at an overlapping scheduled time of the test/examination, the student may write the test/examination at an approved location with an approved invigilator, as determined by the Student Experience – Academic (MBA) office.

In such cases, the request for a deferred examination privilege must be made in writing to the Student Experience – Academic (MBA) office within ten business days of the end of the examination period.

Note: A fee of \$50 will be charged for a deferred exam written on campus and a fee of \$100 for deferred exams written elsewhere. In cases where the student's standing is in doubt, the Graduate Admissions and Study Committee may require that the student with one or more deferred examination privileges refrain from re-registering until the examination(s) have been cleared.

ACADEMIC INTEGRITY

You are expected to exhibit honesty and use ethical behaviour in all aspects of the learning process. Academic credentials you earn are rooted in principles of honesty and academic integrity. **It is your responsibility to understand what constitutes academic dishonesty.**

Academic dishonesty is to knowingly act or fail to act in a way that results or could result in unearned academic credit or advantage. This behaviour can result in serious consequences, e.g. the grade of zero on an assignment, loss of credit with a notation on the transcript (notation reads: "Grade of F assigned for academic dishonesty"), and/or suspension or expulsion from the university.

For information on the various types of academic dishonesty please refer to the [Academic Integrity Policy](https://secretariat.mcmaster.ca/university-policies-procedures-guidelines/), located at <https://secretariat.mcmaster.ca/university-policies-procedures-guidelines/>

The following illustrates only three forms of academic dishonesty:

- plagiarism, e.g. the submission of work that is not one's own or for which other credit has been obtained.
- improper collaboration in group work.
- copying or using unauthorized aids in tests and examinations.

Specifically for this course to be successful, students are required to observe the rules of the negotiation simulations. Most importantly, students are expected to treat negotiation instructions as confidential. Students are also expected to not reveal the structure or facts of the negotiation simulations to persons outside of the course, especially to students who may enroll in the course in the future. The simulations

are very difficult to prepare and will be of little learning value if they are revealed to persons outside of the course.

AUTHENTICITY/PLAGIARISM DETECTION

Some courses may use a web-based service (Turnitin.com) to reveal authenticity and ownership of student submitted work. For courses using such software, students will be expected to submit their work electronically either directly to Turnitin.com or via an online learning platform (e.g. A2L, etc.) using plagiarism detection (a service supported by Turnitin.com) so it can be checked for academic dishonesty.

Students who do not wish their work to be submitted through the plagiarism detection software must inform the Instructor before the assignment is due. No penalty will be assigned to a student who does not submit work to the plagiarism detection software.

All submitted work is subject to normal verification that standards of academic integrity have been upheld (e.g., on-line search, other software, etc.). For more details about McMaster's use of Turnitin.com please go to www.mcmaster.ca/academicintegrity.

COURSES WITH AN ON-LINE ELEMENT

Some courses may use on-line elements (e.g. e-mail, Avenue to Learn (A2L), LearnLink, web pages, capa, Moodle, ThinkingCap, etc.). Students should be aware that, when they access the electronic components of a course using these elements, private information such as first and last names, user names for the McMaster e-mail accounts, and program affiliation may become apparent to all other students in the same course.

The available information is dependent on the technology used. Continuation in a course that uses on-line elements will be deemed consent to this disclosure. If you have any questions or concerns about such disclosure, please discuss this with the course instructor.

ONLINE PROCTORING

Some courses may use online proctoring software for tests and exams. This software may require students to turn on their video camera, present identification, monitor and record their computer activities, and/or lock/restrict their browser or other applications/software during tests or exams. This software may be required to be installed before the test/exam begins.

CONDUCT EXPECTATIONS

As a McMaster student, you have the right to experience, and the responsibility to demonstrate, respectful and dignified interactions within all of our living, learning, and working communities. These expectations are described in the [Code of Student Rights & Responsibilities](#) (the “Code”). All students share the responsibility of maintaining a positive environment for the academic and personal growth of all McMaster community members, **whether in person or online**.

It is essential that students be mindful of their interactions online, as the Code remains in effect in virtual learning environments. The Code applies to any interactions that adversely affect, disrupt, or interfere with reasonable participation in University activities. Student disruptions or behaviours that interfere with university functions on online platforms (e.g. use of Avenue 2 Learn, WebEx or Zoom for delivery), will be taken very seriously and will be investigated. Outcomes may include restriction or removal of the involved students’ access to these platforms.

ACADEMIC ACCOMMODATION OF STUDENTS WITH DISABILITIES

Students with disabilities who require academic accommodation must contact [Student Accessibility Services](#) (SAS) at 905-525-9140 ext. 28652 or sas@mcmaster.ca to make arrangements with a Program Coordinator. For further information, consult McMaster University’s [Academic Accommodation of Students with Disabilities](#) policy.

ACADEMIC ACCOMMODATION FOR RELIGIOUS, INDIGENOUS OR SPIRITUAL OBSERVANCES (RISO)

Students requiring academic accommodation based on religious, indigenous or spiritual observances should follow the procedures set out in the [RISO](#) policy. Students should submit their request to their Faculty Office **normally within 10 working days** of the beginning of term in which they anticipate a need for accommodation or to the Registrar's Office prior to their examinations. Students should also contact their instructors as soon as possible to make alternative arrangements for classes, assignments, and tests.

COPYRIGHT AND RECORDING

Students are advised that lectures, demonstrations, performances, and any other course material provided by an instructor include copyright protected works. The Copyright Act and copyright law protect every original literary, dramatic, musical, and artistic work, **including lectures** by University instructors.

The recording of lectures, tutorials, or other methods of instruction may occur during a course. Recording may be done by either the instructor for the purpose of authorized distribution, or by a student for the purpose of personal study. Students should be aware that their voice and/or image may be recorded by others during the class. Please speak with the instructor if this is a concern for you.

POTENTIAL MODIFICATION TO THE COURSE

The University reserves the right to change the dates and deadlines for any or all courses in extreme circumstances (e.g., severe weather, labour disruptions, etc.). Changes will be communicated through regular McMaster communication channels, such as McMaster Daily News, A2L and/or McMaster email.

RESEARCH USING HUMAN SUBJECTS

All researchers conducting research that involves human participants, their records or their biological material are required to receive approval from one of McMaster's Research Ethics Boards before (a) they can recruit participants and (b) collect or access their data. Failure to comply with relevant policies is a research misconduct matter. Contact these boards for further information about your requirements and the application process.

McMaster Research Ethics Board (General board): <https://reo.mcmaster.ca/>

Hamilton Integrated Research Ethics Board (Medical board): <http://www.hireb.ca/>

ACKNOWLEDGEMENT OF COURSE POLICIES

Your enrolment in MBA 712/712E will be considered to be an implicit acknowledgement of the course policies outlined above, or of any other that may be announced during lecture and/or on A2L. **It is your responsibility to read this course outline, to familiarize yourself with the course policies and to act accordingly.**

Lack of awareness of the course policies **cannot be invoked** at any point during this course for failure to meet them. It is your responsibility to ask for clarification on any policies that you do not understand.

COURSE SCHEDULE

**MBA B712/712E
Managerial Negotiations
Winter 2022 Course Schedule**

Week	Date	Chapter: Topic	Simulation/Exercise	Evaluation/Deliverable
1**	January 12	1: The Nature of Negotiation + Discuss: Class Outline, Schedule, Simulations, and Participation	Discussion: Analyzing an Online Negotiation	
2	January 19	2: Strategy and Tactics of Distributive Bargaining	Demonstration: A Simple Two-Party Negotiation	Self-Assessment Brief Deliverable #1
3	January 26	3: Strategy and Tactics of Integrative Negotiation	Simulation One	
4	February 2	4: Negotiation: Planning and Strategy	Demonstration: Bidding	Negotiation Self Assessment Brief Deliverable #2 + Online Quiz Chapters 1, 2 & 3 (10%)
5	February 9	5: Individual Differences	Simulation Two	Negotiation Goal Setting Brief Deliverable #3
6	February 16	6: Perception and Emotion	Creating a Negotiation Plan	Negotiation Self Assessment Brief Deliverable #4
	February 23	Midterm Recess		
7	March 2	7: Communication Process and Outcomes	Discussion: Developing Listening Skills	Practical Negotiation Narrative Due (15%)
8	March 9	9: The Dynamic of Disputes and Third-Party Help	Demonstration: Mediating a Settlement	Negotiation Plan Due for Simulation Three (10%)
9	March 16	8: Negotiation Power and Persuasion	Simulation Three	
10	March 23	10: Confronting the Dark Side: Deception and Ethical Dilemmas	Discussion: How to Reflect	Negotiation Self Assessment Brief Deliverable #5

11	March 30	11: Multiparty and Team Negotiations International and Cross-Cultural Negotiation		Quiz Chapters 4 through 9 (10%)
12	April 6	Final Negotiation (First Half of Students)		Final Plan Due for Everyone April 6 (10%) + Simulation Assessment (20%) Negotiation Groups To Be Scheduled for either April 6 or April 13
13	April 13	Final Negotiation (Second Half of Students)		

**Please note, the first week of classes will be conducted virtually for all Winter term classes regardless of the intended delivery format for the term.