

# HRM 4490 - Winter 2020

## Negotiations for Human Resource Management

### Administration

**Instructor:** Lisa Violo  
**Email:** [violole@yorku.ca](mailto:violole@yorku.ca)  
**Course website:** moodle.yorku.ca  
**Course location:** BC 322 on Mondays - 11:30 a.m. to 2:30 p.m.  
**Office Hours:** By appointment only on Mondays

### Course Information

**Course Objectives** The main objective is to learn how to analyze the critical factors of a negotiation and be able to prescribe a course of action that provides a reasonable chance for beneficial outcomes. There is no 'one size fits all' approach to successful negotiation; by understanding and analyzing a negotiation situation, you will learn skills that help you to manage a new situation and to decide which strategies are most effective.

Another objective is to gain appreciation for the importance of negotiation as a means for resolving disputes in business and other situations. While a manager needs analytical skills to develop optimal solutions to problems, a broad array of negotiation skills is needed to gain acceptance for and to implement these solutions. Thus, this course is designed as hands-on to complement the technical and diagnostic skills learned in other courses you have taken in the HR program.

**Class Format** Instructor led discussion followed by a negotiation exercise every week.

### Course Resources

**Textbook** *Essentials of Negotiation, 3rd Canadian Edition*, by Lewicki, Tasa, Barry, and Saunders.

**Negotiation Exercises** We will be using negotiation exercises each week, many of which are proprietary. You have paid a supplementary course fee, which covers the copyright permissions.

**Additional Readings** Required readings are listed in the outline below. These readings are mandatory. For the articles that are available through the library, you will need to be on York's network, or logged in through the library's proxy server, to access the articles.

### Course Assessments

<b>Weightings</b>	Participation & Professionalism	25%
	<i>Components: Attendance 5%, Planning Sheets 5%, Agreement Sheets 5%, Verbal Class Participation 10%</i>	
	Online Quizzes	25%
	Negotiation Analysis	20%
	Final Negotiation Paper	30%

**Participation and Professionalism** We will negotiate almost every week in class. Your primary duty is **prepared** attendance; be here and be ready. Because of this format, full attendance and participation is crucial to your own and your classmates' learning. If you must miss a class due to an emergency, you must let me know at least 2 hours in advance as I will need to find a solution for your negotiation partner(s).

Valuable contribution includes diligent application of your skills and knowledge in negotiation exercises and class discussions each week. When the negotiation is distributed each week, read it and complete the **Negotiation Preparation Worksheet**. **Some weeks the instructor will collect the worksheets**, without advanced notice.

**Online Quizzes** Every week, there will be an online Moodle quiz to test on weekly readings (10 questions or fewer per quiz). The quiz questions will primarily be multiple choice and true/false. The quizzes must be completed individually. The time limit to complete each quiz is 1 minute per question. Once you launch the quiz, it must be completed – you cannot return to it later. To ensure that you are not kicked out of the quiz, please use a wired internet connection. **No grade adjustments will be made if a wireless connection is used and it cuts out during your quiz.**

**Negotiation Analysis Paper** Each student must submit a 3-page paper in which you reflect upon a selected negotiation exercise. This should not be a detailed report of everything that happened in the negotiation; rather, they should focus on key insights. You may select to complete this analysis paper on any of the following negotiations: Federated Science Fund, SHARC or Viking. The analysis paper is due on Moodle by the deadlines listed in the class schedule. Additional instructions for this assignment are posted on Moodle. There is an alternative to this assignment that requires students to document a real-life negotiation, please see instructor for details.

**Final Negotiation Paper** Students will get into groups of 4-6. You and your partner will negotiate opposite other pairs to come up with the best outcome possible for all parties. You will also complete a final negotiation paper based on questions provided by the instructor. Details about this assignment will be posted on Moodle closer to the deadline.

## Class Protocol

**Academic Integrity** Please be reminded of York University's policies with respect to academic integrity. Violations of academic integrity are considered very serious and will be investigated in accordance with policy. The policy can be found at: <http://www.yorku.ca/secretariat/policies/document.php?document=69>

**Assignment Submission** Assignments should be submitted digitally via the course website on Moodle. No printed assignments will be accepted. The only exception is weekly negotiation preparation worksheets – those should be brought to class and submitted as paper.

**Deadlines** Late assignments will not be accepted and will result in a grade of zero. To achieve the grade that your work merits, please submit all assignments by the deadlines provided on this outline. Exceptions for extreme circumstances such as severe illness and family emergency will be dealt with on a case-by-case basis. If approved, the missed grade weighting will be added to another element of the course. If you are ill, have the doctor that first-hand witnessed your symptoms complete the latest version of the [Attending Physician's statement](#). Please submit this fully completed form within 48 hours of missing the course work to the instructor at which time it will be reviewed.

**Assignment Formatting & Citation style** All written assignments should follow the formatting and citation guidelines listed on the document named "Formatting Guidelines for all Assignments". This document can be found on Moodle underneath the course outline. **There will be grade deductions for formatting instructions that are not followed.**

**Grades and Grading** Your work will be returned roughly two weeks after submission or less. I am happy to answer any questions about grading and correct obvious grading errors made, but grades are not negotiable.

**Email Correspondence** All emails sent to the instructor should list your full name and course name at the bottom in order to receive a response. Anonymous emails will not receive a response.

**Responsibility to Classmates**

Your colleagues expect you to be prepared and on time for all negotiation exercises. Each week, you are assigned a role. If you do not attend class, your counterpart (s) may be unable to participate in a negotiation. If you are less than properly prepared, you will negatively impact your counterpart's learning, as well as your own.

***If you are late for class without advanced notice, 2% will be deducted from your participation grade. If you are a 'no show' for class without two hours advanced notice, 5% will be deducted from your participation grade.***

**Confidentiality**

For each negotiation, you will receive a set of confidential instructions. You may not show your confidential role instructions to the other side, though you are free to tell the other side whatever you would like about your confidential information. You are not to show your confidential role instructions to students in the other section of the class. Doing so could be considered a violation of academic integrity, because it would be giving someone an unfair advantage in the class. Note as well that class discussions are confidential and should not be shared with students outside of class.

**Misrepresentation and Other Negotiation Strategies**

In this course, you may use any strategy to reach an agreement. However, you cannot make up facts that materially change the power distribution of the negotiation. For example, you can't say that your family has just bought the company with which you are currently negotiating for a job. Note that in selecting a strategy, it is wise to consider that using it may have ramifications that go beyond the negotiation. Reputational impacts are real, both in class and in the business world.