

HRM 4490A, Fall 2020

Negotiations for Human Resource Management

Administration

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Course Information

Course Objectives Negotiations are a part of our lives every day. Our negotiation skills determine where we live, what we pay for a car, and where we take our vacations. In HRM, you will need negotiation skills in order to resolve a broad range of issues. You will use these skills to solve problems, gain acceptance for your solutions, and implement plans. The aim of this course is to expose you to successful negotiation strategies grounded in our understanding of human behavior and decision-making.

Successful completion of this course will enable you to recognize, understand, analyze and practice essential concepts in negotiations. These essential concepts are required for understanding more complex relations within and between organizations. We will observe and discuss negotiation processes and relevant theory in a variety of situations.

The main objective of HRM 4490 is to learn how to analyze the critical factors of a negotiation situation and then to be able to prescribe for yourself and others 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 in that situation.

Another objective for the course is to gain some appreciation for the importance of negotiation as a means for resolving disputes in business and other organizations. A basic premise of the course is that 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 to complement the technical and diagnostic skills learned in other courses you have taken in the HR program.

The course is designed to foster learning through doing; explore your own talents, skills, shortcomings and strengths as a negotiator. The exercises that we will complete provide an opportunity to attempt strategies and tactics in a low risk environment. You will learn about yourself and how you tend to respond in specific negotiation situations. The course is sequenced so that cumulative knowledge can be applied and practiced.

Course Format ***This class may be taught online due to the COVID crisis. There are elements that will take place through Moodle and elements that will require you to connect with your fellow students to practice negotiation skills.***

Exercises. You will take part in 8 negotiation exercises. The exercises consist of cases where you will assume a particular role and then negotiate outcomes in that role. Once you have completed your negotiation, you will submit your results to me through the Moodle. You will not be graded on the negotiation outcome.

Online lectures. Each week you will also view a lecture online. All lectures will be available on the course website and will be posted following each negotiation activity. Viewing the lectures is a critical part of the learning in this course and is absolutely required. Through the lectures, you will have a chance to understand the academic and theoretical principles related to the negotiation experiences.

Resources

Textbook	The text, <i>Essentials of Negotiation, 3rd or 4th Canadian Edition</i> , by Lewicki, Tasa, Barry, and Saunders, is available at the Bookstore.
Negotiation Exercises	We will be using negotiation exercises regularly, many of which are proprietary. You have paid a \$40 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.
Class Slides	A slide deck will be posted to the course website at the same time as the videos. NB: this means that the slides will be posted after the negotiation activities.

Course Requirements

Overview	<table> <tr> <td>Negotiation exercise</td> <td>20%</td> </tr> <tr> <td>Discussion contribution</td> <td>20%</td> </tr> <tr> <td>Quiz</td> <td>25%</td> </tr> <tr> <td>Final Examination</td> <td>35%</td> </tr> </table>	Negotiation exercise	20%	Discussion contribution	20%	Quiz	25%	Final Examination	35%
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Negotiations & discussion boards	<p>As indicated earlier, we will complete four negotiations. Your primary duty is prepared engagement in each activity.</p> <ol style="list-style-type: none"> 1. Prior to each negotiation, you will submit an outline of your preparation. 2. Following each exercise, you will upload your results to the course website. 3. Complete the assigned activities according to the timelines provided. <p>You will not be graded on the outcomes you achieve. Instead, you will be graded on your thoughtful participation in each activity. If you miss a negotiation without discussing it with me, 5% will be deducted from your grade.</p>								
Discussion contribution	Following each negotiation, or other weekly activity, post your reflections on the online discussion board. Valuable contribution includes diligent application of your skills and knowledge in negotiation exercises and thoughtful additions to the online discussions following session.								
Quiz	An evaluation of knowledge and skills will take place online (as indicated on the course schedule). You can expect forced-choice questions (multiple choice and true/false). This test helps to ensure that our vocabulary of common negotiation terms and concepts is solid, which will enable us to learn more complicated negotiation theory as we move forward in the course.								
Final Exam	The final exam for this course is a take-home case-based exam that will take place during the final exam period. The questions will be distributed by Moodle and you will be required to upload your answers to the site.								

Class Protocol

Academic Integrity	<p>The core principles of academic integrity – honesty, trust, fairness, respect and responsibility – should be in the forefront for all you do as a student, employee, and manager.</p> <p>Please be reminded of York University's policies with respect to academic integrity. Violations of academic integrity are considered to be very serious and will be investigated in accordance with policy. The policy can be found at: http://secretariat-policies.info.yorku.ca/policies/academic-honesty-senate-policy-on/</p>
Assignment Submission	<p>Assignments should be submitted via the course website. A Moodle site has been set up for this course. It can be accessed at https://moodle.yorku.ca using your passport York account.</p> <p>Assignments may be processed through turnitin.com. Turnitin is a plagiarism prevention tool that checks your submission against other texts, including websites, journal articles, books, and other student submissions.</p> <p>It is important that your assignment is handed in on time. Failure to do so will result in a deduction of one full letter grade per day (i.e. an "A" assignment will become a "B" assignment). If there are extenuating circumstances that prevent you from getting your work done on schedule, you must notify me as soon as possible to make other arrangements. In these situations, I may require supporting documentation and will advise you on that as necessary.</p>
Readings	<p>It is imperative, though, that you complete them according to the schedule indicated. When completing the readings, it's recommended that you not only summarize the main themes of the readings, but also reflect on the broader implications of the material. Consider the negotiation experiences, and how they relate to the concepts being discussed in the readings.</p>
Grades and Grading	<p>Your work will be returned as quickly as possible. I am happy to answer any questions about grading, but please note that grades are not negotiable.</p>
Responsibility to Classmates	<p>Your colleagues expect you to be prepared and on time for all negotiation exercises.</p> <p>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 other students. 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 discussions are confidential, and should not be shared with students outside of class.</p>
Misrepresentation and Other Negotiation Strategies	<p>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 particular negotiation. Reputational impacts are very real, both in class and in the business world.</p>