

York University
Faculty of Liberal Arts and Professional Studies
School of Human Resource Management

HRM 4490M Negotiations
Winter 2021

Instructor	Dr. Kelly Pike	Office Hours	By appointment
Office	Atkinson 150M	Class Time	Mondays 11:30am-2:30pm
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Course Description¹

The purpose of this course is to equip students with an understanding of the process and practice of negotiation. The course aims to improve both your understanding of negotiation and your effectiveness as a negotiator. It draws on theory, concepts, and research from a variety of disciplines and provides alternative frameworks for understanding negotiation. It does not focus on any particular type of negotiation but rather will deal with negotiation in a variety of settings. Students will be given the opportunity to put their negotiating skills into practice with weekly assignments that cover both the theoretical and practical sides of negotiation.

Course Format and Expectations

This course meets weekly throughout the term. We will be negotiating in several of these sessions, using the experiences as platforms for learning. The negotiation exercises usually consist of cases where you will assume a particular role and then negotiate outcomes in that role. Students will also be required to spend some time outside of class participating in negotiations. All negotiation exercises are followed with immediate feedback in the form of discussion and debrief. In addition, through readings, debriefs, and short lectures, students will have a chance to understand the academic and theoretical principles related to the negotiation experiences we have in and out of class.

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

Required Reading

- The text, *Essentials of Negotiation, 3rd or 4th Canadian Edition*, by Lewicki, Tasa, Barry, and Saunders, is available at the Bookstore.
- We will be using negotiation exercises each week, many of which are proprietary. Typically, you are required to pay a \$40 course fee which covers the copyright permissions. This term that fee is being covered by the Dean's office.
- Any additional required readings will be posted on eClass.

¹ This course outline closely resembles Professor Marie-Hélène Budworth's course outline for HRM 4490, with some minor modification.

Course Requirements

Course Requirement	Due Date	Weight
Negotiation exercises	Throughout semester	20%
Discussion contribution	Throughout semester	20%
Quiz	February 22nd	25%
Final Examination	TBD regular exam period	35%

Negotiation Exercises

As indicated earlier, we will complete a series of negotiations. Your primary duty is *prepared* engagement in each activity.

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.

You will not be graded on the outcomes you achieve. If you miss a negotiation without discussing it with me, 5% will be deducted from your grade.

Prior to each negotiation, you will be required to submit a 1-page negotiation preparation. In your preparation, you will outline your plan for the negotiation including strategy and other elements that need to be considered in advance.

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 will take place online during the regular exam period. It will consist of a combination of question types (e.g. multiple choice, true or false, short answer, long answer). More details will be discussed in class.

Course Policies

Academic Integrity

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/or manager. 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. This policy can be found at:

<https://secretariat-policies.info.yorku.ca/policies/academic-honesty-senate-policy-on/>

Submitting Assignments

All assignments must be submitted electronically via eClass. You must use Word to submit your assignment. Electronic submission via eClass will facilitate both academic integrity and the tracking of late submissions (see below). Turnitin will be used for this course. You will be required to submit your assignments on eClass before midnight on Sundays (as our class meets Mondays at 11:30am).

Late Policy

Late assignments are penalized by 10% per day (one minute after the deadline on the day-of counts as the first day late). Assignments submitted more than 5 days late will not be accepted, unless you have discussed the situation with me in advance (i.e. before the due date of the assignment).

Responsibility to Classmates

Your colleagues expect you to be prepared and on time for all negotiation exercises. Each week, you are assigned a particular role. If you do not attend class, your counterpart will 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 warning, 1% will be deducted from your participation grade. If you are a 'no show' for class, 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.

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 particular negotiation. Reputational impacts are very real, both in class and in the working world.

Access/Disability

If you require accommodation for a disability, please visit Counselling and Disability Services or see their website at <http://www.yorku.ca/dshub>

COURSE SCHEDULE

(This syllabus may be altered or adjusted with ample notice to the students.)

Wk	Date	Topic	Activity	Readings²
1	Jan 11	Introduction to Negotiation	Negotiation: Hoop Dreams	Chapter 1
2	Jan 18	Strategies and Tactics of Distributive and Integrative Negotiation	Negotiation: Buying A House	Chapters 2&3
3	Jan 25	Planning and Strategy in Negotiation	Negotiation: New Recruit	Chapter 4&5
4	Feb 1	Perceptions and Frames An Introduction to Coalitions	Negotiation: Federated Science Fund	Chapter 6
5	Feb 8	Influence and Social Dilemmas	Debrief and review	Chapter 8
	Feb 15	NO CLASS (Winter Reading Week Feb 13-19)		
6	Feb 22	Knowledge Quiz		
7	Mar 1	Contentious Conflict	Role Assignment and Preparation Meetings: Bullard Houses	Chapters 9&12
8	Mar 8	Ethics in Negotiation	Negotiation: Bullard Houses	Chapter 10
9	Mar 15	Virtual Negotiations	Role assignment: Menehune Bay	Chapter 7
10	Mar 22	Multi-Party Negotiations	Preparation meetings	Chapter 11
11	Mar 29	Complex Negotiations	Negotiation: Menehune Bay	Chapter 14
12	Apr 5	International and Cross-Cultural Negotiation	Lecture: Free Trade Agreements; the ILO's Better Work	Chapter 13
	Apr 14-28	Final Exam TBD during regular exam period		

² Any other required readings will be posted on EClass.