

YORK UNIVERSITY
SCHOOL OF HUMAN RESOURCE MANAGEMENT
FACULTY OF LIBERAL ARTS AND PROFESSIONAL STUDIES
HRM 4490 A, Fall 2021
Negotiations For Human Resources

Course Director:

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Time (BLENDED FORMAT):

- Sync: Thursdays – Online Zoom Chat with Class – See dates below
- Async: Weekly Lecture Upload on eClass - Thursdays 2:30pm – 5:30pm
- In Class: 4 In-Person Classes will be held on the dates outlined below

Location: ONLINE via eClass and Zoom - and 4 classes in person (DB 1004)

COURSE DESCRIPTION:

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. If you discover a tendency that you think needs correction, this is the place to try something new. The course is sequenced so that cumulative knowledge can be applied and practiced.

I have borrowed some of the materials and content for this course from Marie-Helene Budworth, who has previously taught this course. Some of the class slides borrow heavily from McGraw Hill, the publisher of the course text book.

REQUIRED TEXTBOOK & EXERSIZES:

- The text, *Essentials of Negotiation, 4th Canadian Edition*, by Lewicki, Tasa, Barry, and Saunders, is available at the Bookstore. ISBN: 1260065871 · 9781260065879
- We will be using negotiation exercises each week, many of which are proprietary. You have paid a \$40 course fee which covers the copyright permissions.
- A slide deck will be posted to the course website on the day of the class itself. For in-person classes, slides will be posted after the class.

Course Website:

I will use the eClass/Moodle system to facilitate communication to and from students. Note that eClass will be the main venue through which lecture slides/PowerPoints will be posted, as well as up-to-date notices about the course, and your course grades. Please check the site as well as your Yorku email regularly for course related updates and information. **I also post many updates via 'Announcements' on eClass.**

Contact with Professor: It is sometimes difficult to feel connected to an online course. I hope to encourage live interaction with the weekly chats. I am also available via email. Just email me and we can set it up. I look forward to working with you!

Lectures: I will upload the PowerPoint slides on eClass for each chapter on a weekly basis. My lectures will be recorded with audio for ease of access. I've kept a weekly framework for uploading lectures to ensure that you stay organized and keep up with the readings/lectures. These PowerPoint slides will highlight the main concepts in the chapter, but you are still responsible for reading the entire chapter in the textbook and any relevant readings posted on Moodle.

There will be a combination of **synchronous and asynchronous lectures** throughout the semester (as outlined below) to keep you aligned with the content, build a sense of community and answer any questions that may arise from the weekly readings. These 'sync days' are detailed in the course organization section below and can be accessed via Moodle. If it does not say 'sync lecture' below the date, consider this an asynchronous lecture and expect a lecture upload.

Online Chats: To encourage a sense of community and connectivity with the class, I have held 'online chats' for the weeks that are labeled as 'asynchronous' (see below). Some students find this helpful for checking in, some do not. I will gauge the interest of the class for this and keep inform you (via eClass) if we're hold one or not. This can help to answer any questions from week to week; go over vignette's from the chapter and generally check in.

COURSE ORGANIZATION:

Certain chapters have "de-emphasize" notes listed below. This does not mean that you can skip them altogether. It means that while you must understand these topics and why they are discussed, you will not

be expected to answer very detailed questions relating to them.

Date	Topic	Chapter
Sept 9, 2021 (Zoom) Sync Lecture	Introduction to the course: Discussion on course outline and performance evaluation. The Nature of Negotiation	Chapter 1
Sept 16, 2021 Asynchronous	Strategy and Tactics of Distributive Bargaining Strategy and Tactics of Integrative Negotiation	Chapter 2 Chapter 3
Sept 23, 2021 Asynchronous	Negotiation: Planning and Strategy Individual Differences: Know Yourself and Your Counterpart	Chapter 4 Chapter 5
Sept 30, 2021 Asynchronous	Perception, Cognition, and Emotion Communication Process and Outcomes	Chapter 6 Chapter 7
Oct 7, 2021 Asynchronous	Negotiation Power and Persuasion Leadership Video Assignment due on Sunday	Chapter 8
Oct 14, 2021	No Class – Summer Reading Week	
Oct 21, 2021 (Zoom) Sync Lecture	The Dynamics of Disputes and Third-Party Help	Chapter 9
Oct 28, 2021	Midterm exam on Chapters 1- 9 (Held in Class - Time 2:30pm – 5:30pm – Location on campus)	
Nov 4, 2021 In-Person Lecture	Confronting the Dark Side: Deception and Ethical Dilemma Negotiation Exercise Day 1	Chapter 10
Nov 11, 2021 In-Person Lecture	Multiparty, Coalitions, and Team Negotiations Negotiation Exercise Day 2	Chapter 11
Nov 18, 2021 In-Person Lecture	Best Practices in Negotiations Hold for Negotiation Exercise Day 3	Chapter 13
Nov 25, 2021 (Zoom) Sync Lecture	Managing Difficult Negotiations	Chapter 12
Dec 2, 2021	Final Exam on Chapters 10 – 13 (During Class Time 2:30pm – 5:30pm)	

*Class schedule may be changed at the discretion of the Instructor.

COURSE EVALUATION:

<i>Participation and Professionalism:</i>	15% *
<i>Mid-term Exam:</i>	35% *To be held on campus in class, October 28 th , 2021
<i>Group Negotiation Project:</i>	35% *To be held during in person campus days
<i>Final Exam:</i>	20% *To be held on campus in class, December 2 nd , 2021

All final grades will be reviewed by the School of Human Resources Management. The School reserves the rights to modify them in order to maintain high standards.

Participation and Professionalism: (15%): We know what it's like to be prepared and be ready to join a class. I expect that in all aspects of the class, including online presence, in-class during lectures and especially during our negotiation exercise. It's a lot of work to prepare and participate and these negotiations depend on individual and group contributions. If you miss an in-person class, you will lose 10%. It is critical to attend each in-person class because your team is depending on you. Similar to the working world, there are consequences for not showing up.

Mid-Term Exam: (35%): A mid-term examination will be held during the eighth week of the course. The mid-term exam is a closed-book exam covering materials covered in class. The format will most likely be a combination of multiple choice and essay/short answer questions, but that can change. Details to be confirmed closer to the date. You will be advised of the format prior to the midterm date. It is imperative that you attend the mid-term **since there will be no other alternative dates to write a make-up exam**. If you miss the midterm exam for a valid reason (as set out in York policies) then the value of the mid-term will be added to the value of your final exam, making your final exam worth 55%.

Group Negotiation Project Details: (35%) – You will be placed into groups at the beginning of the semester and this will form the basis for this group negotiation. It will be team vs. team in a custom negotiation simulation. The details of which will be revealed closer to the 'negotiation dates'. They will be in person and during class. During those negotiation days, I will dedicate at least 2 hours to set up and have you negotiate an outcome for one of the exercises. Your grade will depend on how well you negotiate the outcome, among other things (e.g. relationships, BATNA, Reservation Price etc.).

You will **then write a one-page summary** (one for each group) outlining of the details of the negotiations, what you observed and how it felt (before, during and after) including the outcome of the negotiation. Please include all of your names, student ID's and the opposing group details. I will then mark this as a package. More details will be provided closer to the date of the negotiation.

In cases where contributions of group members are in question, the instructor reserves the right to adjust the grade on the group presentation and paper accordingly for those individuals.

Further details relating to the group presentation and paper will be provided later.

Final Examination: (20%): The exam will be held in class on **December 2nd, 2021**. Details will be announced closer to the exam date. More details will follow as the semester progresses, but the exam will not be cumulative, it's only covering Chapters 10-13 (see above). There will be no other alternative date to write the final exam. The instructor will provide more details of the format.

IMPORTANT YORK POLICIES:

Academic Honesty (Senate Policy)

Breaches of the Senate Policy on Academic Honesty are serious matters. To quote the Senate Policy on **Academic Honesty**:

The Policy on Academic Honesty is a reaffirmation and clarification for members of the University of the general obligation to maintain the highest standards of academic honesty. It outlines the general responsibility of faculty to foster acceptable standards of academic conduct and of the student to be mindful of and abide by such standards.

Faculty members are encouraged to pursue suspected cases of academic honesty with formal charges. Students should, however, review the York Academic Honesty policy for themselves at: <http://secretariat-policies.info.yorku.ca/policies/academic-honesty-senate-policy-on/>

Students might also wish to review the interactive on-line Tutorial for students on academic integrity, at: <http://www.yorku.ca/academicintegrity/tutorial.htm>

Grading Scheme and Feedback Rule (Senate Policy)

The course assignment structure and grading scheme (i.e. kinds and weights of assignments, essays, exams, etc.) must be announced, and be available in writing, to students within the first two weeks of classes. Under normal circumstances, some graded feedback worth at least 15% per cent of the final grade for Fall, Winter or Summer term, and 30% for 'full year' courses in the Fall/Winter term should be received by students in all courses prior to the final withdrawal date from a course without receiving a grade (see policy for exceptions to this aspect of the policy: <http://secretariat-policies.info.yorku.ca/policies/grading-scheme-and-feedback-policy/>

Final Examinations 20% Rule (Senate Policy)

No examinations or tests collectively worth more than 20 per cent of the final grade in a course will be given during the final 14 calendar days of classes in a term. The exceptions to the rule are classes which regularly meet Friday evenings or on Saturday and/or Sunday at any time, and courses offered in the compressed summer terms.

Reappraisals

For reappraisal procedures and information, please visit the Office of the Registrar site at: <http://myacademicrecord.students.yorku.ca/grade-reappraisal-policy>

Accommodation Procedures:

Deferred Standing

The School of Human Resource Management's Deferred Standing Request process for Final Exams: **Within 7 calendar days** of a missed final exam, students must request a deferred exam by following these steps:

1. Submit a request online using the HRM Deferred Standing system: <http://shrm.laps.yorku.ca/students/deferred-exam-request/>

2. Submit the Deferred Standing Agreement (DSA) form along with supporting documentation (ie. Attending Physician's Statement) to the School of Human Resource Management. Students will be notified via email about the status of their request once their forms have been processed by the Undergraduate Program Director.

Students with Special Needs (Senate Policy)

York University is committed to making reasonable accommodations and adaptations in order to make equitable the educational experience of students with special needs and to promote their full integration into the campus community. **Please alert the Course Director as soon as possible should you require special accommodations.**