



FACULTY OF LIBERAL ARTS AND PROFESSIONAL STUDIES
SCHOOL OF ADMINISTRATIVE STUDIES

AP/HRM4490

NEGOTIATIONS FOR HUMAN RESOURCE MANAGEMENT

Fall 2026

COURSE OUTLINE

SECTION INFORMATION

Course Director:	Indira Somwaru
Email:	isomwaru@schulich.yorku.ca
Timing of Course Content:	Thursday, 02:30 pm
Room:	Available on your student course timetable
Office Hours:	By appointment (email professor)
Virtual Office Hours:	By appointment (email professor)
Course Web Site:	eclass.yorku.ca (Moodle)

This section of the course is offered as an **on-campus, in-class format**. Lecture portions will be provided via live in-class lectures delivered weekly as indicated on the course website and in the schedule portion of the course outline. Students are encouraged to progress in the course weekly, and to attend live sessions/lectures on class. Check out this outline and updates posted to the section website for information.

Internet access will be required for full access to course resources available on eClass. The course text is available for purchase in digital format only. Some coursework submissions will be online through eClass (including Turinitin). **All exams** will be **on-campus** (see schedule further down on this outline) and students are expected to be available to write the exams as scheduled.

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IMPORTANT NOTES

- ▶ **Take care of yourself:** <https://counselling.students.yorku.ca/scd-covid-19-resources>
- ▶ **Communication with the Course Director:** Please include your full name, student number, and the course/section enrolled in. Proper conduct of behaviour is expected.
- ▶ **About course registration:** Please direct all registration questions to the main office of the School of Administrative Studies <https://www.yorku.ca/laps/sas/contact/> Email: apsas@yorku.ca
- ▶ Course Directors (instructors) **cannot enroll or approve** your enrollment to the course. If the section is full, the best strategy to enroll in the class is to visit the online course registration system regularly until a space becomes available. Students must keep up with the course submission deadlines regardless of timing of enrolment; no make-up assignments/submissions will be offered.

¹ This outline is subject to change as deemed necessary by the Course Director.

COURSE REQUIREMENTS FOR ONLINE RESOURCES:

Several platforms will be used in this course (e.g., eClass (Moodle) etc.) through which students will interact with the course materials, the Course Director, as well as with one another.

While the class (and lectures) will be held in-person and **on campus**, course materials will be posted online on Eclass/Moodle the course page, as well as Course Announcements and other important course information.

Some course-work submissions such as the **Online Activities** will be submitted **online**. Therefore, students are required to have access to minimum technology requirements in order to complete these submissions. Students are expected to ensure that they have a stable and reliable internet connection for timely submissions.

TECHNICAL REQUIREMENTS & SUPPORT:

For this course, it is the student's responsibility to ensure that you have access to a stable, higher-speed Internet connection and an appropriate computer/device that can support your learning. Please note that smartphones/smart devices apps (such as the eClass/Moodle apps) may have different/limited functionality compared to their use on a laptop or desktop. A webcam/camera and microphone is required for certain communication.

Check out these links for e-learning information and quick help:

- **LA&PS Resources:** <https://going-digital.laps.yorku.ca/student-resources/>
- **York U's Student Guide to eLearning:** <http://elearning-guide.apps01.yorku.ca/>
- **Student Guide to eClass:** <https://lthelp.yorku.ca/student-guide-to-eclass>
- **Zoom meeting etiquette:** <https://lthelp.yorku.ca/zoom-meeting-etiquette>

Additional computing support:

- Computing for Students Website: <https://student.computing.yorku.ca/>
- UIT laptop borrowing program: <https://www.library.yorku.ca/web/ask-services/printing-and-computing/computing/laptop-borrowing/> (if still available)
- Check your internet connection speed: www.speedtest.net

COURSE DESCRIPTION & PREREQUISITES

Negotiations are part of our everyday lives. Our negotiation skills often help to determine where we live, where we work, and we spend our time. This course will explore negotiation theories and processes in a variety of settings. A key focus will be on the use of negotiation in HRM where negotiation is frequently used to help allocate tasks and responsibilities, to establish and implement work processes, and to determine the terms and conditions associated with employment. This course adopts an experiential approach that will enable you to recognize, understand, analyze and practice essential concepts in negotiations.

Prerequisites:

- 66 credits including AP/ADMS 2400 3.00 and AP/HRM 2600 3.00.
- For BCOM students AP/ADMS 2400 3.00 only.

Students are responsible to ensure that they have these required prerequisites. Students who do not have these

prerequisites are at risk of being dropped from the course at any time during the term. The School of HRM will not be responsible for refunds resulting from students being dropped from a course due to a lack of appropriate prerequisites

COURSE OBJECTIVES

The purpose of this course is to help you understand the practice of negotiation in a variety of settings, and to help you feel more comfortable and confident with the negotiation process. The course is designed to be relevant to the broad spectrum of negotiation problems that are faced in the workplace. Students will develop skills experientially and understand negotiation in useful analytic frameworks, as well as understand their own strengths and weaknesses as negotiators. Considerable emphasis will be placed on role-playing exercises, class debriefs, and self-reflection.

Negotiation is the science and art of securing agreements between two or more interdependent parties. Materials presented in lecture and readings are designed to familiarize students with the *science* of negotiation--how to recognize the structure of a conflict/decision/negotiation situation and know what techniques tend to be most effective given that structure. In addition, negotiation experiences, debriefs, and peer feedback provide valuable opportunities for personal development. Of course, there is seldom a single well-defined “right” or “wrong” way to negotiate. The readings, role-playing exercises, and debrief discussions are designed to guide students in the development of their own unique style and learn for themselves the *art* of negotiation.

Learning Outcomes:

- Develop a broad, intellectual understanding of the central concepts and structure of negotiation. These will form the building blocks from which you can systematically understand and evaluate the negotiation process and your engagement with it.
- Gain practical experience in the negotiation process and help you to evaluate the costs and benefits of alternative strategies and tactics.
- Challenge your preconceptions about negotiation and teach you to discriminate effective negotiation from ineffective negotiation.
- Improve your understanding of the Behaviour of individuals and groups in negotiation situations.
- Develop your expertise in the subtle tactics of social influence that are applied in a wide variety of negotiation settings.
- Gain insight into systematic biases in the judgment of negotiators, and to help you guard against them in your own Behaviour.
- Understand the way in which emotions, relationships, and the perception of fairness affect negotiations.
- Consider the ethical implications of various negotiation tactics.

REQUIRED COURSE TEXT

Negotiation 9th Edition by Lewicki, Barry, and Saunders

- ISBN10: 1266283153 | ISBN13: 9781266283154 - \$59.00

You may purchase directly from VitalSource [here](#)

The course will also use a set of negotiation exercises. These materials will be posted on eClass, and a course pack will be available for you to purchase at the beginning of the course.

COURSE EVALUATION

Students are expected to read the assigned materials, participate actively in class (including negotiation exercises, debriefs, surveys, and discussion) and, of course, complete written assignments/projects. In the table below, the impact of each assignment on your final grade for the course is indicated in the “% weight” column.

In-Class Exercises	20%	Ongoing	Submit online on eClass (no late submissions for any reason)
Midterm Exam	30%	Thursday, October 8, 2026 During class time (2 hours)	Timed In Class exam (duration 2 hours)
Individual Assignment	15%	Thursday, November 19, 2026	Details provided in class.
Final exam	35%	To be scheduled by the Registrar during the Fall 2026 examination period (December 10-23, 2026)	Timed On-Campus exam (duration 2 hours)

Student Preparation for Class and Class Participation: Expectations**Planning and Role Preparation**

You are expected to prepare thoroughly for each negotiation exercise. This involves carefully reading your role information and preparing a planning document for the negotiation. (See the ‘Planning Document’ word doc on eClass for a sample planning document format). For most negotiations, you will be preparing in class on the day of the negotiation.

In-Class Negotiation Exercises (20% of the course grade)

Each week, students will participate in an individual negotiation exercise. Students must then reflect on their performance, decision making, strategy, and outcomes by submitting a short-written reflection on eClass. These reflections deepen learning by linking experience to negotiation theory and by documenting personal development over time.

Negotiation is a practice-based skill. It depends on consistent attendance because each exercise requires active participation with a partner or counterpart. **Attendance for weekly negotiation exercises is mandatory.** If you are absent, your partner cannot complete their work and the learning objectives for that session cannot be met. For this reason, students must notify the instructor at least one week in advance if they will be unable to attend.

If notification is not received at least one week before the scheduled negotiation, **you will receive a grade of zero for that week’s exercise and reflection,** since the activity cannot be replicated and your absence directly disrupts your partner’s progress. **In addition to the zero for that week’s work, a two percent penalty will be deducted from your final course grade for each missed class without proper notification.**

This policy is in place to maintain fairness and protect the integrity of the negotiation process. When a student is absent without notice, their partner loses the opportunity to practice, the exercise cannot be completed as designed, and the rest of the class is affected. The advance notice requirement ensures that adjustments can be made to avoid harming the learning of others.

Because the exercises build sequentially and are debriefed in class, late submissions will not be accepted under any circumstances. There are no options for partial credit, makeup work, or alternative grading. **Only reflections**

submitted on time through the designated platform will be graded. Students are responsible for ensuring they have reliable access to the submission platform and must plan accordingly.

Midterm Exam (30% of the course grade)

Date: **Thursday, October 8, 2026, In Class**

Duration: 2 hours.

Location: On Campus – Room to be announced

Format and Coverage: The exam is based on content covered in Modules 1-5 (lectures, readings, in-class discussions and online activities up to and including Modules 5). This is a **closed-book, timed in-person exam** (No materials or aids are allowed). Additional exam information TBA.

Missed Midterm Exams:

The midterm examination will take place in class on the scheduled date. Students are expected to write the exam at that time. Any exam conflicts, such as religious accommodations, York University sports team participation, or an overlap with another York University midterm, must be communicated to the Course Director by email no later than fourteen days before the exam date. Students must include full details about the conflict, such as the date, time, location, supporting links if available, and the relevant contact person where applicable. It is the student's responsibility to address the matter proactively and to follow up regarding the outcome of their request.

Make-up midterm examination dates are not provided in the School of HRM. Students who miss the midterm for reasons other than approved conflicts, such as illness, may request accommodation. Requests must be submitted to the Course Director within seven days of the midterm date and must include a written statement explaining the reason for the request along with appropriate supporting documentation.

Students whose requests are approved will normally have the midterm weight transferred to the final examination. The final examination for these students will be more comprehensive because it will cover the content from both the midterm and the final assessment periods. Requests that do not include appropriate and verifiable documentation, or that are not approved, will receive a grade of zero for the midterm examination. Students who fail to submit a request, or who submit it after the required deadline, will also receive a grade of zero. **Students should be aware that approval is granted only in exceptional and fully documented circumstances. Submitting a request does not guarantee approval, and decisions remain at the discretion of the Course Director.**

Accessibility Accommodations for the Midterm Exam

If you are registered with Accessibility Services and are seeking alternate exam accommodation (including extra time), please inform your Course Director ASAP, but no later than three (3) weeks (21 days) before the scheduled midterm examination date. Please attach your LOA (Letter of Accommodation) to the request. If the accommodation is provided through the Alternate Exam office, please follow the timeline and procedures of that office in a timely fashion (<https://altexams.students.yorku.ca/request-an-alternate-exam>). Any requests to reschedule an alternate exam must be submitted promptly to the main office (apsas@yorku.ca), cc'ing the Course Director (please do not include picture attachments). In all cases it is the student's responsibility to proactively address a missed or alternate exam situation.

Individual Assignment (15% of the Course Grade):

Details about the individual assignment, including instructions, expectations, and evaluation criteria, will be explained in class and posted on eClass during the first few weeks of the semester. No additional information will be provided in advance. This assignment is completed independently and requires students to apply negotiation concepts and theoretical frameworks to a scenario or analytical task provided by the instructor. Students are expected to manage their time, follow all instructions carefully, and submit their work through the

designated platform by the stated deadline. Because this is an individual assessment, each student is responsible for demonstrating their own understanding and analytical ability. Academic integrity standards apply to all aspects of the assignment, including the use of sources, the originality of ideas, and the accuracy of submitted work. Students are responsible for ensuring that they allocate sufficient time to complete the assignment and submit it correctly on eClass.

Final Exam (35% of the course grade)

Date: To be scheduled by the Registrar during the Fall 2026 examination period (December 10–23, 2026) **Duration:** 2 hours.

Location: On-campus, in-person, timed exam (details TBA)

Format and Coverage: This is expected to be a **non-cumulative exam**, based on content covered **from session 6 onwards** (after the midterm exam). This is a **closed-book, timed exam** (No materials or aids are allowed). Additional exam information TBA. Note that if you do not write the final exam, you will receive a grade of zero on the exam unless you are approved for a deferred final exam.

Deferred Final Exams

Deferred standing may be granted to students who are unable to write their final examination at the scheduled time or to submit their outstanding course work on the last day of classes. Deferred standing requests for ADMS courses should follow the procedure and registration outlined here:

<https://www.yorku.ca/laps/sas/academic-resources/deferred-exam-requests/> ALL deferral concerns should be addressed to the main office (apsas@yorku.ca). Students who are ill will be required submit an Attending Physician's Statement (a special York form to be signed by a doctor) in support of a request for deferred standing or petitions.

Final Exam Schedule Conflicts

Please refer to the Registrar's Office website.

<https://w2prod.sis.yorku.ca/Apps/WebObjects/cdm.woa/wa/DirectAction/ExamConflicts>

Accessibility Accommodations for the Final Exam

If you are registered with Accessibility Services and are seeking alternate exam accommodation (including extra time), please inform your Course Director ASAP, but no later than three (3) weeks (21 days) before the scheduled final examination date. Please attach your LOA (Letter of Accommodation) to the request. If the accommodation is provided through the Alternate Exam office, please follow the timeline and procedures of that office in a timely fashion (<https://altexams.students.yorku.ca/request-an-alternate-exam>). Any requests to reschedule an alternate exam must be submitted promptly to the main office (apsas@yorku.ca), cc'ing the Course Director (please do not include picture attachments). In all cases it is the student's responsibility to proactively address a missed or alternate exam situation.

IMPORTANT SCHOOL AND UNIVERSITY POLICIES & INFORMATION

ACADEMIC HONESTY & INTEGRITY

Academic Honesty: Students are reminded to maintain standards of academic integrity to the highest extent possible. Common examples of breaches of academic honesty and integrity include cheating, plagiarism, falsification, and aiding and abetting others in such activities. **Please familiarize yourself with the meaning of academic integrity at York** by completing the interactive on-line Tutorial for students at:

<https://spark.library.yorku.ca/academic-integrity-what-is-academic-integrity/>

Suspected breaches of academic honesty will be investigated and pursued; significant penalties will be applied when a breach has been found to have occurred.

Following these simple rules will help you **avoid** breaches of academic honesty:

- Complete your work well in advance of the deadline
- Write your entire work yourself (each and every word!) from the ground up
- DO NOT: “consult” others or search online for “ideas”
- DO NOT use tutoring or editing services to prepare your work

The Faculty of Liberal Arts and Professional Studies considers breaches of the Senate Policy on Academic Honesty to be serious matters. As per the Policy, “The Senate Policy on Academic Honesty is an affirmation and clarification for members of the University of the general obligation to maintain the highest standards of academic honesty”. Please familiarize yourself with York’s Senate Policy Academic Honesty:

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

Turnitin: To promote academic integrity in this course, **students will normally be required to submit their written work through Turnitin** (via the course Moodle) for a review of textual similarity and the detection of possible plagiarism. In so doing, students will allow their material to be included as source documents in the Turnitin.com reference database, where they will be used only for the purpose of detecting plagiarism. The terms that apply to the University’s use of the Turnitin service are described on the Turnitin.com website.

SUPPORT

Getting support when you need it: Following is a selection of resources (academic and non-academic):

- LA&PS Student Resources: <https://going-digital.laps.yorku.ca/student-resources/>
- Learning Skills Services: <http://lss.info.yorku.ca/>
- Learning Commons: <http://learningcommons.yorku.ca/>
- Writing Centre: <http://writing-centre.writ.laps.yorku.ca/>
- ESL Open Learning Centre: <http://eslolc.laps.yorku.ca/>
- Student Accessibility Services: <http://accessibility.students.yorku.ca/>
- Student Counselling & Development: <https://counselling.students.yorku.ca>
- Mental Health and Wellness at York: <http://mhw.info.yorku.ca/>
- Sexual Violence Response & Support: <http://thecentre.yorku.ca/>
- Community Safety: <https://safety.yorku.ca/>
- Office of Student Community Relations: <http://oscr.students.yorku.ca/>
- York International: <https://yorkinternational.yorku.ca/> (see special COVID-19 tab)
- My Online Services: <https://myonlineservices.students.yorku.ca/>
- Manage your Academic Record: <http://myacademicrecord.students.yorku.ca/>
- Additional LA&PS student resources: <http://laps.yorku.ca/student-resources/>

For **important sessional dates**, please refer to: <http://registrar.yorku.ca/enrol/dates/>

Academic Accommodation for Students with Disabilities: Accommodation and support for students with learning, mental health, physical, sensory, or medical disabilities is guided by the principles laid out in [York's Policy on Academic Accommodation for Students with Disabilities](#):

Students who seek such accommodation for their academic studies must be registered with **Student Accessibility Services**. This office arranges for academic accommodations and provides support to students with documented disabilities on the Keele Campus. Registered students will receive a Letter of Accommodation (LOA), outlining the nature and recommendation of their accommodation. To register with Student Accessibility Services, visit <https://accessibility.students.yorku.ca>.

Once registered with Student Accessibility Services, students are responsible to arrange for their accommodation in advance and in a timely fashion, based on the accommodations suggested in their letter of accommodation. Accommodations provided shall be consistent with the guidelines established in York's policy, preserving the academic integrity of the curriculum and the academic standards of courses and programs.

- **Exams, when relevant:** Refer to the midterm and final examination section on this outline for specific Fall 2025 information.
- **Other components and aspects, when relevant:** Please inform the Course Director of your accommodation letter immediately upon the start of the course. Please note that this notice is needed so that reasonable steps for accommodation can be made.

Accommodations provided shall be consistent with and supportive of the integrity of the curriculum and of the academic standards of programs or courses.

Religious Accommodation: York University is committed to respecting the religious beliefs and practices of all members of the community and making accommodations for observances of special significance to adherents. **Students seeking religious accommodation should pursue their request in timely fashion.** For deadlines and additional information on religious accommodation, please visit: <https://w2prod.sis.yorku.ca/Apps/WebObjects/cdm.woa/wa/regobs>

Missed Work Course Policy: Policy allows for students to Self-Report Absences (covering TWO 7-day "consideration periods" each 12-week academic term) for which an APS is not required when requesting accommodation for missed course work. One self-reported absence request is permitted per 6-week term without needing an APS.

The policy does not apply to requests pertaining to:

- Missed assessments held during the term worth more than 20% of the overall course grade, OR
- Missed exams held during the formal examination period

The following extenuating circumstances qualify for consideration:

- A short-term health condition,
- Bereavement of an immediate family member, or
- An unforeseen/unavoidable incident beyond the student's control

The following circumstances do not qualify:

- Personal social obligations,
- Travel unrelated to a student's program,
- Technological issues,
- Non-medical family/employment obligations

Please visit: <https://www.yorku.ca/secretariat/policies/policies/academic-consideration-for-missed-course-work-policy-on/>

Grading Scheme and Feedback Policy: For more information on the Grading Scheme and Feedback Policy, please visit: <http://secretariat-policies.info.yorku.ca/policies/grading-scheme-and-feedback-policy/>

Reappraisals: After course grades have been released, students may, with sufficient academic grounds, request that a final grade in a course be reappraised (which may mean the review of specific pieces of tangible work). Non-academic grounds are not relevant for grade reappraisals; in such cases, students are advised to petition to their home Faculty. Reappraisals of final course grades (including final exams viewing) should be done through the main office of the School of Administrative Studies, 282 Atkinson). Tangible work may include written, graphic, digitized, modeled, video recording or audio recording formats, but not oral work. **Students need to be aware that a request for a grade reappraisal may result in the original grade being raised, lowered or confirmed.**

Services for Mature and Part-time Students: The Atkinson Centre for Mature and Part-time Students (ACMAPS) maintains and strengthens York University's ongoing commitment to welcome and to serve the needs of mature and part-time students. For further information and assistance visit: <http://acmaps.info.yorku.ca/>

COURSE SCHEDULE & DUE DATES

Date	Session	Contents	Online Activity Due
September 10	Module 1: Introduction to Negotiation	Chapter 1	September 10
September 17	Module 2: Integrative and Distributive Approaches	Chapter 2	September 17
September 24	Module 3: Planning and strategy	Chapter 4	September 24
October 1	Module 4: Personality and Motivation	Chapter 3 & 15	October 1
October 8	Review and Midterm Preparation	Midterm exam	No Activity
	Reading Week		
October 22	Module 5: Communication	Chapter 7	October 22
October 29	Module 6: Finding and Using Power & Influence	Chapters 8 & 9	October 29
November 5	Module 7: Managing Negotiation Impasses & Managing Difficult Negotiations	Chapter 17 & 18	November 5

November 12	Module 9: Multiparty, Coalition, and Team Negotiations	Chapter 13	November 12
November 19	Module 10: Ethical dilemmas in negotiations	Chapter 5	November 19
November 26	Module 11: Cross-cultural negotiations	Chapter 16	November 26
December 3	Course Review and Final Exam Preparation	Comprehensive Review / Course Wrap-up	No Activity

Have a Great Term!!!