

**Commerce 2NG3
Negotiations
Fall 2023 Course Outline
Sections C01,C02,C03**

**Human Resources and Management Area
DeGroot School of Business
McMaster University**

INSTRUCTOR AND CONTACT INFORMATION

Dr. Meena Andiappan
Instructor
meena.andiappan@mcmaster.ca
Office: RJC 254
Office Hours: Immediately after class or upon request

Ayush Suri
TA
suria@mcmaster.ca
Office Hours: Upon request

Section	Class	Tutorial
C01	Thursdays 8:30-10:20am	Thursdays 11:30-12:20pm
C02	Fridays 12:30-2:20pm	Fridays 4:30-5:20pm
C03	Wednesdays 4:30-6:20pm	Wednesdays 11:30-12:20pm

COURSE ELEMENTS

Credit Value: 3	Leadership: Yes	IT skills: No	Global view: Yes
A2L: Yes	Ethics: Yes	Numeracy: Yes	Written skills: Yes
Participation: Yes	Innovation: No	Group work: Yes	Oral skills: Yes
Evidence-based: Yes	Experiential: Yes	Final Exam: No	Guest speaker(s): No

COURSE INFORMATION

Lectures: 2hr x1/wk

Tutorials: 1hr/wk

Course Delivery Mode: In-person

Course Description:

This course will explore:

- The processes and sub-processes of negotiation, and how they relate to conflict and cooperation
 - The art of formulating negotiation strategies and tactics
 - How personality, emotions, and interpersonal relationship influence bargaining dynamics and outcomes
 - The role of power and ethics in shaping negotiation dynamics and outcomes
 - Differences between single party and multi-party negotiations
 - Negotiations in a changing world that is increasingly virtual and multi-cultural
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MEETING DETAILS

The **first class** for each section will be:

C03: Wednesday, September 6, 2023

C01: Thursday, September 7, 2023

C02: Friday, September 8, 2023 (this keeps all sections in sync)

IMPORTANT LINKS

- [Mosaic](#)
 - [Avenue to Learn](#)
 - [Student Accessibility Services - Accommodations](#)
 - [McMaster University Library](#)
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COURSE LEARNING OUTCOMES

The purpose of this course is to provide students with foundational knowledge on the theories and practice of negotiation. Students will learn about themes such as the process and sub-processes of negotiations, strategies and tactics, conflict resolution, and the tenets to ethical bargaining. Embracing experiential learning, students will take part in case studies and exercises to deepen their knowledge of negotiations.

COURSE LEARNING GOALS

Upon successful completion of this course, students will be able to:

- *Explain the general nature of negotiation.* This objective is paramount because many of the important phenomena in negotiation, e.g., interests, goals, cooperation, are ambiguous and often do not have “right” answers.
- *Describe the central concepts in negotiation.* These concepts will be the building blocks from which we can systematically understand and evaluate a negotiation process.
- *Understand how to use the negotiation process* as an effective means for resolving conflict in organizations.
- *Analyze the behavior* of individuals, groups, and organizations in negotiation.
- *Manage the negotiation process*, including pre-negotiation.
- *Evaluate* the costs and benefits of alternative actions including mediation and arbitration.

REQUIRED MATERIALS AND TEXTS

Required: Lewicki, R., Saunders, D., Barry, B. & Tasa, K. (2020). Essentials of Negotiation, 4th Canadian Edition. McGraw-Hill.*

Textbook Listing: <https://textbooks.mcmaster.ca>

*Textbook is part of the inclusive access program

CLASS FORMAT

In-Person

This is an in-person 2-hour course. The two hours will consist of interactive lecture, lengthier discussion, and more in-depth applied exercises (not necessarily always in this order). There will be a short break part way through at a convenient time based on what we are working on. This course also has a weekly, 1-hour tutorial component. The tutorials will be used to conduct further applied exercises, work on course deliverables, and review for the midterm exams.

COURSE EVALUATION

COURSE OVERVIEW AND ASSESSMENT

Your final grade will be calculated as follows:

Evaluation	Week	Location	Value
Midterm Exam #1	Week 7	In-class	30%
Negotiation Simulation Part 1: Group Report	Week 9	Avenue to Learn	25%
Midterm Exam #2	Week 12	In-class	30%
Negotiation Simulation Part 2: Group Video	Week 13	Avenue to Learn	10%
Participation	Variable	Tutorials	5%
Total			100%

COURSE DELIVERABLES

COURSE DELIVERABLES			
BREAKDOWN OF CLASS ACTIVITIES			
ACTIVITY	DELIVERY	DESCRIPTION	TOOL(S)
Lectures	Synch	In person	
Exercises / group discussions	Synch	Exercises and group discussions in-class	Provided by instructor in-class
Negotiation simulation (group report and video)	Asynch	Final assignment	
Readings	Asynch	Mandatory course readings	Textbook

BONUS MARKS

We will conduct a scored salary negotiation exercise the last day of class (during Week 13). You have the opportunity to earn a **bonus of up to 2%**, depending on the outcome of that negotiation.

Midterm Exam #1 – Multiple Choice Exam

The first multiple choice midterm examination in this course accounts for **30%** of your final grade. It will be marked individually. The exam will cover material from the textbook, readings, lectures and class discussion. The multiple-choice exam will NOT cover applied exercise material. We will review the exam material in the tutorial session prior to your exam. The exam will be taken in class, on your personal computer. **You must bring your personal computer to class on the day of your first midterm exam.** This exam will cover Chapters 1-6 of your textbook.

Midterm Exam #2 – Multiple Choice Exam

The second multiple choice midterm examination in this course accounts for **30%** of your final grade. It will be marked individually. The exam will cover material from the textbook, readings, lectures and class discussion. The multiple-choice exam will NOT cover applied exercise material. We will review the exam material in the tutorial session prior to your exam. The exam will be taken in class, on your personal computer. **You must bring your personal computer to class on the day of your second midterm exam.** This exam will cover Chapters 7-12 of your textbook.

Negotiation Simulation Part 1 –Group Report

This assignment is worth **25%** of your final grade and will be marked in groups. You will be required to form your own group of about 5 people. You must stay in this group for both parts of the assignment. Assignment details will be provided in class and posted on Avenue to Learn.

Negotiation Simulation Part 2 – Group Video

This assignment is worth **10%** of your final grade and will be marked in groups. You will be required to form your own group of about 5 people. You must stay in this group for both parts of the assignment. Assignment details will be provided in class and posted on Avenue to Learn.

Participation

Participation in tutorials will be graded at varied points in time. This is worth **5%** of your final grade. You must have a name card with your **full first and last name** clearly written and displayed for every class.

Final Exam

There is no final exam in this course.

LATE ASSIGNMENTS

Missed exams will receive a grade of zero unless the student has submitted and been approved for a Notification of Absence or MSAF. Late assignments will be penalized 10% for each day they are late.

COMMUNICATION AND FEEDBACK

Students who wish to correspond with instructors or TAs directly via email must send messages that originate from their official McMaster University email account. This protects the confidentiality and sensitivity of information as well as confirms the identity of the student. Emails regarding course issues should NOT be sent to the Area Administrative Assistants. All students must receive feedback regarding their progress prior to the final date by which a student may cancel the course without failure by default.

For Level 1 and Level 2 courses, this feedback must equal a minimum of 20% of the final grade.

REQUESTING RELIEF FOR MISSED ACADEMIC WORK

In the event of an absence for medical or other reasons, students should review and follow the Academic Regulation in the Undergraduate Calendar “[Requests for Relief for Missed Academic Term Work](http://ug.degroot.mcmaster.ca/forms-and-resources/misled-course-work-policy/)” and the link below: <http://ug.degroot.mcmaster.ca/forms-and-resources/misled-course-work-policy/>

COURSE MODIFICATION

From time to time there may be a need to remove/add topics or to change the schedule or the delivery format. If these are necessary, you will be given as much advance notice as possible.

GENERATIVE AI

Students may use generative AI in this course in accordance with the guidelines outlined for each assessment, and so long as the use of generative AI is referenced and cited following citation instructions given in the syllabus. Use of generative AI outside assessment guidelines or without citation will constitute academic dishonesty. It is the student’s responsibility to be clear on the limitations for use for each assessment and to be clear on the expectations for citation and reference and to do so appropriately.

ACADEMIC INTEGRITY

You are expected to exhibit honesty and use ethical behaviour in all aspects of the learning process. Academic credentials you earn are rooted in principles of honesty and academic integrity. **It is your responsibility to understand what constitutes academic dishonesty.** Academic dishonesty is to knowingly act or fail to act in a way that results or could result in unearned academic credit or advantage. This behaviour can result in serious consequences, e.g. the grade of zero on an assignment, loss of credit with a notation on the transcript (notation reads: “Grade of F assigned for academic dishonesty”), and/or suspension or expulsion from the university. For information on the various types of academic dishonesty please refer to the [Academic Integrity Policy](#).

The following illustrates only three forms of academic dishonesty:

- plagiarism, e.g. the submission of work that is not one’s own or for which other credit has been obtained.
- improper collaboration in group work.
- copying or using unauthorized aids in tests and examinations.

AUTHENTICITY/PLAGIARISM DETECTION

Some courses may use a web-based service (Turnitin.com) to reveal authenticity and ownership of student submitted work. For courses using such software, students will be expected to submit their work electronically either directly to Turnitin.com or via an online learning platform (e.g. Avenue to Learn, etc.) using plagiarism detection (a service supported by Turnitin.com) so it can be checked for academic dishonesty.

Students who do not wish their work to be submitted through the plagiarism detection software must inform the Instructor before the assignment is due. No penalty will be assigned to a student who does not submit work to the plagiarism detection software. **All submitted work is subject to normal verification that standards of academic integrity have been upheld** (e.g., on-line search, other software, etc.). For more details about McMaster’s use of Turnitin.com please go to www.mcmaster.ca/academicintegrity.

COURSES WITH AN ON-LINE ELEMENT

Some courses may use on-line elements (e.g. e-mail, Avenue to Learn, LearnLink, web pages, capa, Moodle, ThinkingCap, etc.). Students should be aware that, when they access the electronic components of a course using these elements, private information such as first and last names, user names for the McMaster e-mail accounts, and program affiliation may become apparent to all other students in the same course. The available information is dependent on the technology used. Continuation in a course that uses on-line elements will be deemed consent to this disclosure. If you have any questions or concerns about such disclosure please discuss this with the course instructor.

ONLINE PROCTORING

Some courses may use online proctoring software for tests and exams. This software may require students to turn on their video camera, present identification, monitor and record their computer activities, and/or

lock/restrict their browser or other applications/software during tests or exams. This software may be required to be installed before the test/exam begins.

CONDUCT EXPECTATIONS

As a McMaster student, you have the right to experience, and the responsibility to demonstrate, respectful and dignified interactions within all of our living, learning and working communities. These expectations are described in the [Code of Student Rights & Responsibilities](#) (the “Code”). All students share the responsibility of maintaining a positive environment for the academic and personal growth of all McMaster community members, **whether in person or online.**

It is essential that students be mindful of their interactions online, as the Code remains in effect in virtual learning environments. The Code applies to any interactions that adversely affect, disrupt, or interfere with reasonable participation in University activities. Student disruptions or behaviours that interfere with university functions on online platforms (e.g. use of Avenue 2 Learn, WebEx or Zoom for delivery), will be taken very seriously and will be investigated. Outcomes may include restriction or removal of the involved students’ access to these platforms.

ACADEMIC ACCOMMODATION OF STUDENTS WITH DISABILITIES

Students with disabilities who require academic accommodation must contact [Student Accessibility Services](#) (SAS) at 905-525-9140 ext. 28652 or sas@mcmaster.ca to make arrangements with a Program Coordinator. For further information, consult McMaster University’s [Academic Accommodation of Students with Disabilities](#) policy.

ACADEMIC ACCOMMODATION FOR RELIGIOUS, INDIGENOUS OR SPIRITUAL OBSERVANCES (RISO)

Students requiring academic accommodation based on religious, indigenous or spiritual observances should follow the procedures set out in the [RISO](#) policy. Students should submit their request to their Faculty Office **normally within 10 working days** of the beginning of term in which they anticipate a need for accommodation or to the Registrar's Office prior to their examinations. Students should also contact their instructors as soon as possible to make alternative arrangements for classes, assignments, and tests.

COPYRIGHT AND RECORDING

Students are advised that lectures, demonstrations, performances, and any other course material provided by an instructor include copyright protected works. The Copyright Act and copyright law protect every original literary, dramatic, musical and artistic work, **including lectures** by University instructors.

The recording of lectures, tutorials, or other methods of instruction may occur during a course. Recording may be done by either the instructor for the purpose of authorized distribution, or by a student for the purpose of personal study. Students should be aware that their voice and/or image may be recorded by others during the class. Please speak with the instructor if this is a concern for you.

EXTREME CIRCUMSTANCES

The University reserves the right to change the dates and deadlines for any or all courses in extreme circumstances (e.g., severe weather, labour disruptions, etc.). Changes will be communicated through regular McMaster communication channels, such as McMaster Daily News, Avenue to Learn and/or McMaster email.

ACKNOWLEDGEMENT OF COURSE POLICIES

Your enrolment in Commerce 2NG3 will be considered to be an implicit acknowledgement of the course policies outlined above, or of any other that may be announced during lecture and/or on A2L. **It is your responsibility to read this course outline, to familiarize yourself with the course policies and to act accordingly.**

Lack of awareness of the course policies **cannot be invoked** at any point during this course for failure to meet them. It is your responsibility to ask for clarification on any policies that you do not understand.

COURSE SCHEDULE

**Commerce 2NG3
Negotiations
Fall 2023 Course Schedule**

WEEK	DATE	ASSIGNMENT
Week 1 <i>Introduction & Nature of Negotiation</i>	C03: Sept 6 th C01: Sept 7 th C02: Sept 8 th	Readings: Lewicki, R., Saunders, D., Barry, B. & Tasa, K. (2020). <i>Essentials of Negotiation, 4th Canadian Edition</i> . McGraw-Hill. (Chapter 1) Tutorial: No Tutorial
Week 2 <i>Strategy & Tactics of Distributive Bargaining</i>	C03: Sept 13 th C01: Sept 14 th C02: Sept 15 th	Reading: Lewicki, R., Saunders, D., Barry, B. & Tasa, K. (2020). <i>Essentials of Negotiation, 4th Canadian Edition</i> . McGraw-Hill. (Chapter 2) Tutorial: Cave Rescue Exercise
Week 3 <i>Strategy & Tactics of Integrative Bargaining</i>	C03: Sept 20 th C01: Sept 21 st C02: Sept 22 nd	Readings: Lewicki, R., Saunders, D., Barry, B. & Tasa, K. (2020). <i>Essentials of Negotiation, 4th Canadian Edition</i> . McGraw-Hill. (Chapter 3) Tutorial: Salary Negotiation
Week 4 <i>Planning & Strategy</i>	C03: Sept 27 th C01: Sept 28 th C02: Sept 29 th	Readings: Lewicki, R., Saunders, D., Barry, B. & Tasa, K. (2020). <i>Essentials of Negotiation, 4th Canadian Edition</i> . McGraw-Hill. (Chapter 4) Tutorial: Be Our Guest
Week 5 <i>Individual Differences, Perception, Cognition & Emotion</i>	C03: Oct 4 th C01: Oct 5 th C02: Oct 6 th	Readings: Lewicki, R., Saunders, D., Barry, B. & Tasa, K. (2020). <i>Essentials of Negotiation, 4th Canadian Edition</i> . McGraw-Hill. (Chapters 5&6) Tutorial: Midterm #1 review
Week 6	C03: Oct 11 th C01: Oct 12 th C02: Oct 13 th	Reading Week Recess
Week 7 <i>Midterm #1</i>	C03: Oct 18 th C01: Oct 19 th C02: Oct 20 th	In-class Midterm 1 Tutorial: No Tutorial
Week 8 <i>Communication, Power & Persuasion in Negotiations</i>	C03: Oct 25 th C01: Oct 26 th C02: Oct 27 th	Readings: Lewicki, R., Saunders, D., Barry, B. & Tasa, K. (2020). <i>Essentials of Negotiation, 4th Canadian Edition</i> . McGraw-Hill. (Chapters 7&8)

		Tutorial: Group work on negotiation simulation report
Week 9 <i>Dynamics of Disputes & Third-Party Help</i>	C03: Nov 1 st C01: Nov 2 nd C02: Nov 3 rd Negotiation Simulation Part 1: Group Report is due!	Readings: Lewicki, R., Saunders, D., Barry, B. & Tasa, K. (2020). <i>Essentials of Negotiation, 4th Canadian Edition</i> . McGraw-Hill. (Chapter 9) Tutorial: At Your Service
Week 10 <i>Deception & Ethical Dilemmas</i>	C03: Nov 8 th C01: Nov 9 th C02: Nov 10 th	Readings: Lewicki, R., Saunders, D., Barry, B. & Tasa, K. (2020). <i>Essentials of Negotiation, 4th Canadian Edition</i> . McGraw-Hill. (Chapter 10) Tutorial: World War 3 Survival
Week 11 <i>Multi-party Negotiations & Difficult Negotiations</i>	C03: Nov 15 th C01: Nov 16 th C02: Nov 17 th	Readings: Lewicki, R., Saunders, D., Barry, B. & Tasa, K. (2020). <i>Essentials of Negotiation, 4th Canadian Edition</i> . McGraw-Hill. (Chapters 11&12) Tutorial: Midterm #2 review
Week 12 <i>Midterm #2</i>	C03: Nov 22 nd C01: Nov 23 rd C02: Nov 24 th	In-class Midterm 2 Tutorial: Group work on negotiation simulation video
Week 13 Job Offer Negotiation Simulation	C03: Nov 29 th C01: Nov 30 th C02: Dec 1 st Negotiation Simulation Part 2: Group Video is due!	Readings: None Tutorial: No Tutorial