McMaster University | DeGroote School of Business

Commerce 2NG3
Negotiation
Summer 2025 Course Outline

Human Resource Management
DeGroote School of Business
McMaster University

INSTRUCTOR AND CONTACT INFORMATION

Carolyn Capretta
Instructor
Email and office hour details on Avenue

Note: you need to attend your registered lecture and tutorial as there will be group work and in class random reflections throughout the term.

Course website: On Avenue to Learn

COURSE ELEMENTS

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

COURSE INFORMATION

Lectures: 2hr x 1/wk
Tutorials: 1hr/wk (immediately following 2 hour lecture)
Course Delivery Mode: In-person
Course Description: The purpose of this course is to provide students with foundational knowledge on the theories and practice of negotiation and its sub-processes; they will also learn important skills on the use of strategies and tactics, conflict resolution, and the tenets of ethical bargaining. Embracing experiential learning, students will take part in case studies and exercises to deepen their knowledge of the skills required in negotiations.

MEETING DETAILS

See course schedule on Avenue for full details, including locations for class and tutorials. Please see Mosaic for the location of your registered class and tutorial.

IMPORTANT LINKS

- Mosaic
- Avenue to Learn
- Student Accessibility Services - Accommodations
- McMaster University Library

COURSE LEARNING OUTCOMES

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.
• Demonstrate critical thinking through in-class self-reflection and continuous learning in negotiation.
• Meet all individual/group deadlines and complete all course components by due dates.

COURSE LEARNING GOALS

The purpose of this course is to support learners with:
- Applying foundational knowledge on the theories and practice of negotiation and its sub-processes.
- Learning and demonstrating the important skills on the use of strategies and tactics, conflict resolution, and the tenets of ethical bargaining.
- Experiential learning, where students will take part in in-class/in-tutorial case studies and exercises to deepen their knowledge of the skills required in negotiations.

REQUIRED MATERIALS AND TEXTS

Required:
Lewicki, R., Barry, B. & Saunders, D. (2024). Essentials of Negotiation, 2024 Release ISE. McGraw-Hill.

*Textbook is part of the immediate access program

CLASS FORMAT

This is an in-person 2-hour course. The two hours will consist of interactive lectures, 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

There are no extra assignments. Your final grade is calculated as follows:

Individual:	In-person Online Midterm: 5 Chapters In-person Final Exam: 7 Chapters	25% 35%
Individual:	Application-Based Activity (ABA) (required for GNA)	0.5%[1]
Individual:	Smartbook Assignments ***Bonus Mark Potential**	4.5%[2]
Group:	Group Negotiated Agreement (GNA)	10% [3]

Group:	Negotiation Simulation: Group Activity and Report	20%[4]
Individual:	Participation: Random Learning Reflections (During registered lecture and/or tutorial)	5%
Total		100%

[1] Note: Select 'Share' your results of the ABA in order to save the completed file.

The ABA (required for GNA) consists of two steps, and needs to be completed in Connect by the indicated due date *and* uploaded as a pdf to Avenue assignments by the indicated due date to achieve the 0.5/0.5. There are no part marks for the ABA. Note: Select 'Share' your results of the ABA in order to save the completed file.

[2] Smartbook Assignments: The best 10 out of 12 Smartbook assignments will be included for the grade out of 4.5%. **Bonus Mark Potential:** If you complete all 12 Smartbook assignments by the indicated deadlines, your maximum grade can be 5.4/4.5 (a maximum bonus of 0.9%, since each Smartbook is worth 0.45%).

[3] Group Negotiated Agreement (GNA): Students not participating in a group at the time of the deadline will receive a mark of zero.

[4] Group Activity and Report: Students not participating in a group at the time of the deadline will receive a mark of zero.

COURSE DELIVERABLES

I. Examinations (60%)

i) Multiple Choice Exam (25%)

The midterm will be multiple choice questions and held during scheduled class time. More details will be provided closer to the exam.

ii) Final exam (35%)

The midterm will be multiple choice questions and held during scheduled class time. More details will be provided closer to the exam.

II.   Etext: ABA (0.5%)

Connect is a Web-based learning solution with access to one ABA (Application-Based Activities).

Note: Select 'share' your results of the ABA in order to save the file with your data, otherwise the data is not captured.

In order to earn 0.5/0.5 for the ABA component, there are two parts. The ABA needs to be completed and shared in Connect by the due date and time *and* the ABA file needs to be uploaded as a pdf to Avenue>2NG3>Assignments by the indicated due date and time in the course schedule. There are no part marks for an ABA. Connect instructions are available in the Avenue McGraw-Hill Registration for the Connect module. While you can access Connect through the McGraw-Hill website, please access your ABA through the Avenue McGraw Hill module to avoid "overdue" messages in Avenue.

Instructions for 'How to save your ABA as a pdf' are included in Avenue>2NG3>McGraw-Hill>Instructions for downloading a pdf of your completed ABAs to upload to Avenue Assignments.

In particular, the completion of ABA 1 (as indicated above) is required for the Group Negotiated Agreement (GNA), as well as your ABA grade component. We will discuss the ABA results in class/tutorial.

III.   EText: Smartbook (4.5%)

Connect is a Web-based learning solution with access to SB (SmartBook). SB includes an adaptive e-text as well as SB Assignments. Connect instructions are available in Avenue's *Getting Started* module. While you can access Connect through the Avenue homepage widget, <u>access your SB Assignments through the weekly Avenue modules to avoid "overdue" messages</u>.

a. Before Class Pre-Tests > SB Assignments (4.5%): See course schedule for the due dates

SB Assignments are publisher created multiple-choice questions based on chapter concepts. You will complete an assessment on multiple concepts per chapter though the number of chapter concepts vary. Questions are based on highlighted content in the adaptive textbook; however, you are responsible for **all** associated chapter content for the midterm and final exam.

Note: Acknowledging that life does not always run perfectly, two <u>missed SBs or your lowest two scores out of 12 SBs</u> will be dropped from your final SB grade out of 4.5. **Bonus Mark Potential:** If you complete all 12 Smartbook assignments by the indicated deadlines, your maximum grade can be 5.4/4.5 (a maximum bonus of 0.9%, since each Smartbook is worth 0.45%). SBs are not MSAF eligible.

NOTES:
- Direct all Connect issues to Connect Support with contact details in Avenue.
- Estimate 45 - 65 minutes per Assignment. Incorrect answers will generate new questions.
- You may complete each Assignment early, in multiple sittings, and through **unlimited** attempts.
- Refresh your page regularly especially if you step away from your electronic device.

- Partial marks (based on the correct number completed by the deadline) are possible.
- Reasons for missed deadlines (e.g., "I had Internet issues") will not be accepted
- If using the ReadAnywhere App, link to the Internet for answers to be submitted by the deadline.
- After the due date, scores do not change and assignments are converted to Recharge mode. Recharge allows you to continue practicing concepts and receiving feedback.

IV.   Group Negotiated Agreement (GNA) (10%)

For the purpose of intragroup negotiation, you will be working with a fixed group of peers for the Group Negotiated Agreement (GNA) and the Negotiation: Group activity and report. You will be working in a group of six, which will be <u>formed in-person and in-class</u> as per the course schedule. You will have the opportunity to create your own group, to be finalized in Week 3 during class. If you have fewer than 6 in your group, additional members will be added during class. You will work with this group to take inventory of your skills regarding ABA 1 - conflict management. For the Group Negotiated Agreement, you will be provided with a template to use and will consolidate and analyze data from the conflict management self-assessment in the ABA under McGraw Hill Connect. One group member will submit the finished GNA, as a pdf, to an Avenue to Learn assignment dropbox, making sure everyone who contributed added their name to the submission (see class schedule for due date and time). This assignment will be graded based on critical thinking, knowing yourself and your counterparts, planning communication processes, and dispute resolution. There will be a peer evaluation to be completed by each group member. Everyone who contributed to the submission will receive the same grade. *Submitting your Team Profile more than 24 hours in advance of the deadline will earn you a 0.5 bonus mark on top of your earned grade.* The GNA is not eligible for an MSAF. Late assignments will receive a 10% deduction per partial/full day up to a maximum of 3 days, after which the report will not be accepted.

Please see the section on missed work, later in this course outline, if you are not able to attend or missed the class where groups were assigned. You will also work regularly in different breakout groups.

V.   Negotiation Simulation: Group Activity and Report (20%)

You will remain in your group of approximately 6 (formed for the GNA) and stay in your group for this grade component. Assignment details will be available during class. The Negotiation Simulation is not eligible for an MSAF. Late assignments will receive a 10% deduction per partial/full day up to a maximum of 3 days, after which the report will not be accepted. Assignment details discussed in class and on Avenue to Learn.

VI.   Participation: Random Reflections (5%)

Participation includes random learning reflections which occur during your registered lecture and/or tutorial. The timing will vary between different sections and tutorials.

Details:
- Each reflection should take between 5 – 10 minutes to complete.
- The reflection is about your learning during your registered class and/or tutorial activity.
- The questions asked will vary between reflections and will be available during your registered class/tutorial.

The Learning Reflections will be evaluated as follows:

- Comprehensive & insightful in-depth reflection that thoroughly and carefully addresses the topic and/or questions posed in the prompt (3pts).

- Descriptive & solid reflection with considerable depth that addresses most aspects of the topic and/or prompt (2pts).

- Partially relevant reflection that addresses few aspects of the topic and/or prompt (1pts).

- Irrelevant reflection that is off task or makes little reference to the topic and/or prompt. (0pts).

NOTE:
- Submitting a reflection that includes content in which you did not participate would be considered academic dishonesty.

- You may only complete the random reflection if you attend and submit in your registered class and/or tutorial.

- Random Learning Reflections are not eligible for MSAF. Since the unexpected can happen, the lowest scoring reflection will be dropped from the calculation for the grade component.

- The Learning Reflections are given an indicated amount of time. Late submissions will not be accepted.

LATE ASSIGNMENTS

In-class work cannot be submitted after the class is over. Make sure you upload/hand-in any papers, worksheets, and so on before you leave the classroom.

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.*

☐ *For Level 3 courses and above, this feedback must equal a minimum of 10% of the final grade.*

Instructors may solicit feedback via an informal course review with students by Week #2 - #3 to allow time for modifications in curriculum delivery.

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" and the link below;

http://ug.degroote.mcmaster.ca/forms-and-resources/missed-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

USE PROHIBITED

Students are not permitted to use generative AI in this course. In alignment with McMaster academic integrity policy, it "shall be an offence knowingly to … submit academic work for assessment that was purchased or acquired from another source". This includes work created by generative AI tools. Also state in the policy is the following, "Contract Cheating is the act of "outsourcing of student work to third parties" (Lancaster & Clarke, 2016, p. 639) with or without payment." Using Generative AI tools is a

form of contract cheating. Charges of academic dishonesty will be brought forward to the Office of Academic Integrity.

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, Connect, 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

No recording or posting of any course material, including lectures/tutorials. 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.

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.

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COURSE SCHEDULE

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See Avenue to Learn