

**Commerce 2NG3
Negotiation
Fall 2026 Course Outline
Human Resource Management
DeGroote School of Business
McMaster University**

INSTRUCTOR AND TA CONTACT INFORMATION

Dr. Anita Boey
boeya@mcmaster.ca

Sections C01, C02, C04
Tutorials T01, T02, T04

Tutorial Assistants:

To be introduced in class and their contact information to be posted on A2L.

Note: you need to attend your registered class and tutorial as there will be group work and in class/tutorial graded work 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: Yes	Numeracy: No	Written skills: Yes
Participation: Yes	Innovation: Yes	Group work: Yes	Oral skills: Yes
Evidence-based: Yes	Experiential: Yes	Final Exam: Yes	Guest speaker(s): TBA

COURSE INFORMATION

Lectures: 2hr x 1/week

Tutorials: 1hr/week as per course schedule

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 deadlines and complete all course components as instructed.
-

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 case studies and exercises to deepen their knowledge of the skills required in negotiations.

REQUIRED MATERIALS AND TEXTS

Required:

Essentials of Negotiation. 2024.

Bruce Barry, David M. Saunders, Roy J. Lewicki

eBook

McGraw-Hill.

ISBN: 1265479593

Price: \$69 for 180 Day

<https://www.mheducation.ca/product/essentials-of-negotiation-2024-release-ise-9781266913396-can-group>

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 exam prep-sessions.

COURSE EVALUATION

There are no extra assignments or re-weighting. Your final grade will be calculated as follows:

EVALUATION

GRADE COMPONENT	WEIGHT	DESCRIPTION
In-Class	20%	Weekly contribution and professionalism in class (attendance is required to be able to submit the work to be graded)
In-Tutorial	10%	Weekly assignments to be completed in tutorials (attendance is required to be able to submit the work to be graded)

Midterm Exam	30%	Completion of an in-person midterm exam
Final Exam	40%	Completion of an in-person final cumulative exam

COURSE DELIVERABLES

Weekly In-Class Contribution and Professionalism (20%)

Active contribution and professionalism in class are worth 20% of your final grade. Students are encouraged to actively engage themselves in the course material and discussions. You should come to class prepared to discuss and debate course topics in a knowledgeable, critical, and respectful manner. Reading the assigned text chapters and reviewing the end-of-chapter questions and cases before each class is helpful for enhancing the quality of our class discussion and your learning in this course. Participation means participating actively and consistently in class discussions, Q&A sessions in class and on A2L, and in discussions of the group assignments/projects. Class participation is not only about attendance, but more importantly your contribution to class discussion. Thus, it is highly likely that students who attend the class each week without any participation record may fail this grade component. This requires prior preparation of the textbook chapters and course readings. Good quality participation is one that can stimulate in-depth, meaningful discussion. On the other hand, a repetitive comment or simply a summary of the materials would be considered modest participation.

Students must be present in class to be able to submit the work for that session to be graded, this is because all in-class activities are designed to be completed during class time and not as homework. Coming late to class or leaving early is a distraction, so doing so will likely negatively affect your contribution mark that day. If you are late/leave early and miss a significant portion of the class, you will not accrue any contribution credits that class. **The good news is your 1 lowest in-class contribution grade will be dropped, so if you must miss a class for any reason (up to 1 class maximum), it does not have to affect your contribution mark.** Behaviours that detract from learning and/or the classroom environment can result in zero or even negative contribution marks, at the instructor's discretion. There is no make-up assignment to replace missed classes. This rule is enforced because this is a very hands-on, participative class and it would be impossible to fully absorb the material with missed classes and all in-class work is submitted at the end of that session.

Weekly In-Tutorial Assignments (10%)

Students will complete weekly assignments in tutorial. **Students must be present in tutorial to be able to submit the work for that session to be graded, this is because all in-tutorial activities are designed to be completed during tutorial time and not as homework. The good news is your 1 lowest in-tutorial contribution grade will be dropped, so if you must miss a tutorial for any reason (up to 1 tutorial maximum), it does not have to affect your contribution mark.** There

is no make-up assignment to replace missed tutorials.

All in-tutorial work is submitted at the end of that session.

Midterm Exam (30%)

The midterm exam covers materials from the first half of the term and is worth 30% of your grade.

Midterm exam is on Monday October 19th, 7PM to 8PM (1 hour exam), covers all course materials from Chapters 1 to 5, approximately 10 questions per chapter. There is no make-up exam, please set aside this time in your schedule. More information will be shared in class.

Final Exam (40%)

The final exam is cumulative and covers material from all sessions and is worth 40% of your grade. The final exam will be comprehensive. Questions can be based on material from the textbook/readings and from class/tutorial discussions/activities/etc. Time of the exam is to be determined by the Office of the Registrar. To do well in this final exam, students will need to understand and be able to apply the concepts and theories discussed in the course. Students are well-advised to keep up on their reading assignments. Additional details will be provided in class.

LATE ASSIGNMENTS

In-class/tutorial work cannot be submitted after the class/tutorial 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. Emails should NOT be sent via A2L.

Your TA should be your first point of contact. In your emails, please state in the title the following details: "2NG3 - Subject of Email".

Students who have concerns about the course content, evaluation methods, or delivery should first reach out to the TA. If your concern remains unresolved after speaking with the TA, the TA will contact the course instructor.

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.*

Instructors may solicit feedback via an informal course review with students by Week #4 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

The course outline serves as a guide to give you a general idea of what to expect during class sessions. Other material may be introduced that is not on the outline. This material will help further illustrate the topics under study and will be of benefit to you. The outline is not “carved in stone,” and variations will be evident during the semester dependent on your needs as well as the instructor's discretion. Do not be alarmed therefore, when you see changes being made. 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.

The course also varies from section to section. Although the COMM 2NG3 sections will have some common elements, different classes respond differently to different faculty members. As a result, differences in pace or coverage are to be expected. A section that is doing something different is not necessarily advantaged or disadvantaged. It is simply different.

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

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 educational materials developed for this course, including, but not limited to, lecture notes and slides, handout materials, examinations and assignments, and any materials posted to A2L, are the intellectual property of the course instructor. These materials have been developed for student use only and they are not intended for wider dissemination and/or communication outside of a given course. Posting or providing unauthorized audio, video, or textual material of lecture content to third-party websites (this includes uploading course material to Gen AI sites) violates an instructor's intellectual property rights, and the Canadian Copyright Act. Recording lectures in any way is prohibited in this course unless specific permission has been granted by the instructor. Failure to follow these instructions may be in contravention of the university's Code of Student Conduct and/or Code of Academic Conduct, and will result in appropriate penalties. Participation in this course constitutes an agreement by all parties to abide by the relevant University Policies, and to respect the intellectual property of others during and after their association with McMaster University. Classes may not be recorded by students.

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 in this course outline, 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.

TEACHING METHOD

Different course instructors will use different teaching methods. In general, the teaching method is highly experiential, which includes lecture-based portions with a heavy emphasis on interactive exercises and cases. This approach has several advantages: You have an opportunity to test and expand your understanding of the theories presented in the readings; You have an opportunity to apply those theories to analyse and solve realistic problems in organizations; You have an opportunity to develop skills in communicating your ideas to others, in developing and presenting arguments, in listening to and understanding the views of others, and in challenging others' views in a way that advances understanding; You are encouraged to think independently because each of you must choose the theoretical or conceptual framework that best fits with the major issues, problems, and possible solutions to a case or a situation.

ROLE OF THE COURSE INSTRUCTOR: The role of the course instructor is to stimulate and guide discussion to achieve learning objectives. This may involve asking questions that probe the depth of your understanding of issues, reviewing a theoretical concept that is difficult to understand, and encouraging students to present different points of view. The role of the course instructor does NOT include reviewing all the assigned material.

ROLE OF THE STUDENT: Students are expected to behave as adult learners. That is, they will attend all classes and tutorials, they will be prepared for class, and they will participate in class. The best classes are those in which there is a sharing of perspectives, which leads to students discovering for themselves the relevance and applicability of conceptual ideas, realizing the subtleties and fine points of a case or exercise, and understanding the rationale for various options to handle the problems in a case.

WORKING AS A TEAM

There will be teamwork activities during class time. Learning to work as a team and to be a productive team member is a critical skill for professional success. You are automatically placed in a team (department or division) when you join an organization. The course simulates this experience so you can develop the necessary teamwork skills for your future career success. You are reminded of the following expectations with respect to your behavior and contributions to the team.

Each team member is expected to: Treat other members with courtesy and respect; Establish appositive and productive team dynamic; Contribute substantially and proportionally to the task; Ensure enough familiarity with the entire content of the task to be able to sign off on it as original work; Meet the task timeline as established by the team/course instructor.

Teamwork is often new to students; conflicts can - and do - occur. Teams are responsible for their internal management and are collectively expected to resolve disputes or misunderstandings as soon as they arise (and prior to submission of the task/assignment). In cases where teams are unable to reach a mutually agreeable solution, the entire team must meet with the course instructor as soon as possible (do not wait till it's too late!). The course instructor will listen to the team and help the team develop options for improving the team process. All members of the team must commit to and use their action plans. No student can turn in a teamwork as an individual.

In cases where it is clear that an individual has made little or no contribution to the teamwork, the course instructor reserves the right to adjust that individual's mark on the team part of the course grade to a mark less than that given to the group as a whole. For example, when no contribution has been made, a mark of zero will be given. In some cases, the team in question may be asked to complete a peer evaluation of their team members. However, the assessment and the assigning of marks are the responsibility of the course instructor alone.

As a team member, you should ensure that you and other members meet the following criteria: (1) Fair workload - did you or your team members take on a fair share of the overall workload? (2) Clarity in thinking and suggestions - did you or your team members exhibit clear thinking in your/their contributions to discussion and the work of the team? (3) Quality of work - did you or your team members deliver high quality contributions to the team? And (4) Team interactions - did you or your team members interact effectively with other members of the team?

To lay a good foundation for a great team experience, teams must work together and avail themselves of the resources provided on effective teamwork. This includes outlining and clarifying your team expectations and behaviours in a written document.

POLICY REGARDING RE-GRADING OF COURSEWORK

If you feel something was missed in the grading of your work (be it a mathematical error or other), please provide a one-page written summary of what you consider needs further attention. This submission must be made within ONE (1) week receiving your grade. If you request that something be re-graded, the assignment/exam will be re-graded in its entirety. Therefore, your grade may increase OR decrease as a result of the second grading. If no written request is provided within one week after it is returned, the grade is considered to be final and will be no longer open for re-grading. We do not accept personal lobbying efforts on behalf of grades unless the aforementioned procedure is followed. We are happy to discuss your work with you for educational purposes, but we will not discuss specific grade changes in this format.

COURSE SCHEDULE

Commerce 2NG3 Negotiations Fall 2026 Course Schedule

WEEK	DATE	CLASS	TUTORIAL
1	Starting Sept 8	Chapter 1 - The Nature of Negotiation	No Tutorial to keep all tutorial sections aligned.
2	Starting Sept 14	Chapter 2 - Strategy and Tactics of Distributive Chapter 3 - The Strategy and Tactics of Integrative Negotiation	Tutorial Week 2
3	Starting Sept 21	Chapter 4 - Negotiation: Planning and Strategy	Tutorial Week 3
4	Starting Sept 28	Due to Truth and Reconciliation Day, September 30, 2026, the University is closed. There is no class or tutorial to keep all course sections aligned.	No Tutorial
5	Starting Oct 5	Chapter 5 - Ethics in Negotiation	Tutorial Week 5 – Midterm Mock Quiz
6	Starting Oct 12	Happy Thanksgiving and Reading Week Oct 12-18	
7	Starting Oct 19	October 19, In-Person Midterm Exam 7PM – 8PM No Class nor tutorial this week, go to Midterm exam!	No Tutorial
8	Starting Oct 26	Chapter 6 - Perception, Cognition, and Emotion Chapter 7 - Communication	Tutorial Week 8
9	Starting Nov 2	Chapter 8 – Power and Influence in Negotiation	Tutorial Week 9
10	Starting Nov 9	Chapter 9 - Relationships in Negotiation Chapter 10 - Multiparty, Coalitions, and Team Negotiations	Tutorial Week 10
11	Starting Nov 16	Chapter 11 - International and Cross-Cultural Negotiation	Tutorial Week 11
12	Starting Nov 23	Chapter 12 - Best Practices in Negotiation Course Wrap up	Tutorial Week 12
13	Starting Dec 7	Final Exam Review Session	Tutorial Week 13 – Final Exam Review Session
Final in-person exam	As scheduled by the Office of the Registrar	Final Exam Period Dec 11-23.	