



Rotman Commerce UNIVERSITY OF TORONTO

Course Outline

RSM 461 H1 F

Managerial Negotiations

Fall 2015

Course Meets: Friday 10am -12pm WO 30

Instructor: Elham Marzi
E-Mail: Elham.Marzi@mail.utoronto.ca
Webpage: <http://portal.utoronto.ca>
Phone: 416-978-0705
Office Hours: Friday, 12:30pm-1:30pm, CIRHR PhD Office/ By appointment
Teaching Assistant: Hadiya Roderique
E-mail: Hadiya.Roderique12@rotman.utoronto.ca

Course Scope and Mission

Hello new recruit,

Your mission -if you choose to accept it- is to become an excellent negotiator and to rid the world of weak deals. In order to prepare for this mission you will have to complete this course, which is designed to provide you with a full term of instruction, adventure, practice, and thrilling negotiation results. We will meet each Friday in the fall term as per the enclosed schedule (don't worry, it won't self-destruct) and practice our skills. We will cover all kinds of negotiations scenarios that you might face including single issues that transpire between two parties to multi-party multi-issues negotiations. Each week you will have a chance to spar (figuratively) with a new* partner and sharpen your skills while carving out a deal in an in-class negotiation exercise. Come to class alert, prepared, and with your wits about you and you could create your own win-win adventure!

* pending availability

Now if you're thinking "I'm not really a big negotiator" – fear not! You are! We engage in negotiations and conflict resolution on a daily basis. Sometimes we approach negotiation as a trivial activity when it pertains to things like what to eat for dinner, or paying a few dollars more for an item at the Arts and Crafts fair. We take it for granted, however, when negotiating in the workplace or for big life decisions (eg., buying a house, a car, or setting up your pre-nup) we take things a bit more seriously. When transferred into the workplace, negotiations have a greater impact on our actions, so we need to approach them in a more strategic manner. This course will equip you with the skill and knowledge to become a better negotiator. You will learn through theory, practice, and self-reflection.

Course Prerequisites

RSM260H1 Organizational Behaviour

Required Readings

Roy J. Lewicki, David M. Saunders, and Bruce Barry (2nd Eds.). (2014). *Essentials of Negotiation, Second Canadian Edition*. Whitby, ON: McGraw-Hill Ryerson.

Course pack information will be available on the first class for a fee.

Evaluation and Grades

Grades are a measure of the performance of a student in individual courses. Each student shall be judged on the basis of how well he or she has command of the course materials.

Work	Value	Due Date
Contribution & Attendance	5%	Ongoing
Pre & Post Plans/Diaries	20%	Ongoing
Post negotiations Peer feedback	10%	Ongoing
Midterm Paper	15%	Oct 16 th
Surprise Reading Mini-Quizzes	15%	2-4 quizzes during Class-time through the term
Final Paper	35%	Dec 4 th 2015

Course Format and Expectations

First and foremost it is important that all course work submitted and reviewed for your grade be your work, and only your work. You alone are responsible for ensuring that your work for the course is completed and submitted. Plagiarism, or self-plagiarism will not be tolerated will be addressed according to university policies stated below.

Contribution & Attendance

Attending class for a participation based course is pivotal, as such this will be worth 5% of your mark. To earn this 5% in full you will have to do the following:

- Stay alert
- Attend class
- Engage in discussion
- Take yourself and others seriously
- Complete the readings
- Ask informed and intellectual questions (can I go to the WC will not help you earn marks)
- Share your perspective, thoughts, and comments

Pre & Post Plans/ Diaries

After the second week of class you will receive a link to your own personal negotiation planning diary. You will be required to keep this diary each time you negotiate both after reading the briefing notes, and record your performance and reflections in it after class. The diary will be time stamped as such will need to be documented in the 24 hour period before and after class to ensure fresh memories! Further details of this diary will be provided separately.

Midterm Paper

Find an article or new story that pertains to a real life negotiation, mediation, or arbitration that occurred provide a well thought-out analysis incorporating course content to date. The article should be printed and attached. News article has to be from a reputable source (not a blog or something like it). No more than 5 pages double spaced. Please use a simple cover page and staple. 12 Times new roman font with 2.54cm margins on all sides. Number your pages (bottom right). Use APA referencing throughout.

Surprise Reading Mini-Quizzes

2-4 times through the term we will have short quizzes in the class. The quizzes are intended to be pop quizzes and will often come with little to no warning. You will have a limited time to complete them and can only do so in class. They will contain multiple choice, fill-in-the-blanks, True or False, or similar style questions. The quizzes will be widely based on the textbook readings and lectures. You are responsible to ensure you are present. No make-up quizzes will be provided regardless of the reasons for absence. The quizzes will be closed book and are to be completed alone.

Post Negotiations Peer Feedback

The intent of the post negotiation feedback is for each of you to provide your partners with feedback on their negotiation skills and abilities. You must complete the online feedback form for each partner(s) you have in a timely manner- before the next lecture. Further details of this will be provided separately.

Final Paper

The final paper is the culmination of your experiences and learnings from the course. What is expected of you includes, but is not limited to the following:

- Discuss a real life negotiation you've engaged recently
- Review this negotiation from your perspective,
 - Detail your actions, motivations, emotions etc as related to the course content
- Repeat this process from the perspective of your counterpart
- Was the outcome of the negotiation to your satisfaction?
 - Why/why not?
 - What would you do differently?
 - How could the outcome have developed differently
 - Discuss how you could have expanded the pie, or pursued alternative outcomes

Please ensure you integrate fully concepts from the course. *Use more than just the course textbook* and cite your sources completely.

Please use a simple cover page and staple. Do not write more than 12 pages, double spaced, 12 Times new roman font with 2.54cm margins on all sides. Number your pages (bottom right). Use APA referencing throughout.

Course guidelines

For Written Assignments:

Please note that clear, concise, and correct writing will be considered in the evaluation of all course written work. That is, you may lose points for writing that impedes communication: poor organization, weak paragraph development, excessive wordiness, hard-to-follow sentence structure, spelling mistakes and grammatical errors. Students who require additional support and/or tutoring with respect to their writing skills are encouraged to visit the Academic Success Centre (www.asc.utoronto.ca) or one of the College Writing Centres (www.writing.utoronto.ca/writing-centres). These centres are teaching facilities – not editing services, where trained staff can assist students in developing their academic writing skills. There is no charge for the instruction and support.

Group Work:

Learning to work together in teams is an important aspect of your education and preparation for your future careers. That said, in this course there will be plenty of opportunity for you to engage in collaborative work, both negotiating against each other and with each other in teams as such it helps to follow a set of core expectations to best succeed:

1. Read the document entitled, “Working in Teams: Guidelines for Rotman Commerce Students” which is available on the RC portal under the Academic Services tab.
2. When working in a team, Rotman Commerce students are expected to:
 - Treat other members with courtesy and respect;
 - Honour the ground rules established by the team;
 - Contribute substantially and proportionally to the group activity;
 - Ensure enough familiarity with the entire contents of the group project/assignment so as to be able to sign off on it as original work

3. Resolving conflicts:

Conflicts are part of the team's process of learning how to work together. When handled well, it can generate creativity and bring-multiple perspectives to the solution.

Student teams are expected to work through their misunderstandings as soon as they arise (and prior to submission of the final project). When teams are unable to arrive at a solution that works for all members, the team must meet with the Rotman Commerce Team Coach** as soon as possible. The Coach will listen to the team and help develop options for improving the team process. All members of the project team must commit to, and, utilize their action plans.

** For an appointment with a Rotman Commerce Team Coach, please contact Elaine Zapotoczny at elaine@nikoletaandassociates.com. Elaine is highly skilled at facilitating team dynamics and collaboration. Note that the Team Coach's role is to provide guidance, support and advice on team matters – not to formally evaluate or assess teamwork for academic purposes.

POLICY AND PROCEDURE

Missed Tests and Assignments

Students who miss a test or assignment for reasons entirely beyond their control (e.g. illness) may submit a request for special consideration. Provided that notification and documentation are provided in a timely (within 1 week) manner, and that the request is subsequently approved, no academic penalty will be applied. Unfortunately Pop quizzes cannot however be made up, therefore consideration will be given for excusable cases only.

In such cases, students must notify Rotman Commerce and the instructor **on the date** of the missed test (or due date in the case of course work) and submit supporting documentation (e.g. [Verification of Student Illness or Injury form](#)) to the Rotman Commerce Program Office within **48 hours** of the originally scheduled test or due date. Students who do not provide Rotman Commerce or the instructor with appropriate or sufficient supporting documentation will be given a grade of 0 (zero) for the missed test or course deliverable.

It is important to note that this course has a significant portion of your grade assigned to activities that depend on your presence and participation in weekly class activities, these activities cannot be made up. Activities from days where there are excused absences will have their marks redistributed, however all together missed activities will result in grades for all components being forfeited inclusive of Contribution and attendance marks, Pre- and post-plan/diaries, and post negotiation peer feedback.

Note that the physician's report must establish that the patient was examined and diagnosed at the time of illness, not after the fact. Rotman Commerce will not accept a statement that merely confirms a report of illness made by the student and documented by the physician.

Late Assignments

All assignments are due at the beginning of class on the date specified in the course outline. Late submissions will normally be penalized by 2% if the assignment is not received on the specified date, at the specified time. A further penalty of 2% will be applied to each subsequent day.

Students who, for reasons beyond their control, are unable to submit an assignment by its deadline must obtain approval from the instructor for an extension. Supporting documentation will be required as per the policy on missed tests and assignments.

The pre-and post- plans and diaries as well as peer feedback for the class must be completed within 24 hours of the class. Pre-plans will need to be completed within the 24 hour period before and the Diaries

and peer feedback will need to be completed within the 24 hour period after the class. As the application used for these activities includes a time stamp function you are responsible for ensuring that you complete the task in a timely manner.

Remarking

If you wish to have your work remarked, you will need to submit a detailed note, preferably within 1 week of the work being returned. In the note please detail which question or portion of the assignment or test you believe were marked incorrectly and why you think it was incorrect. Please also submit the exact marked copy of the assignment.

It is important to note that when the instructor remarks the assignment, it will be remarked in its entirety, meaning if other errors and defects that were not originally detected are identified the grade may be adjusted accordingly. This means remarking may result in increased, decreased, or maintained grade. Please consider this carefully when submitting your assignment to be remarked.

Accessibility Needs

The University of Toronto is committed to accessibility. If you require accommodations for a disability, or have any accessibility concerns about the course, the classroom or course materials, please contact Accessibility Services as soon as possible: accessibility.services@utoronto.ca or <http://www.accessibility.utoronto.ca/>.

Academic Integrity

Academic Integrity is a fundamental value essential to the pursuit of learning and scholarships at the University of Toronto. Participating honestly, respectfully, responsibly, and fairly in this academic community ensures that the UofT degree that you earn will continue to be valued and respected as a true signifier of a student's individual work and academic achievement. As a result, the University treats cases of academic misconduct very seriously.

The University of Toronto's Code of Behaviour on Academic Matters

<http://www.governingcouncil.utoronto.ca/policies/behaveac.htm> outlines the behaviours that constitute academic misconduct, the process for addressing academic offences, and the penalties that may be imposed. You are expected to be familiar with the contents of this document. Potential offences include, but are not limited to:

In papers and assignments:

- Using someone else's ideas or words without appropriate acknowledgement.
- Submitting your own work in more than one course without the permission of the instructor.
- Making up sources or facts.
- Obtaining or providing unauthorized assistance on any assignment (this includes collaborating with others on assignments that are supposed to be completed individually).

On test and exams:

- Using or possessing any unauthorized aid, including a cell phone.
- Looking at someone else's answers
- Misrepresenting your identity.
- Submitting an altered test for re-grading.

Misrepresentation:

- Falsifying institutional documents or grades.
- Falsifying or altering any documentation required by the University, including (but not limited to), medical notes.

All suspected cases of academic dishonesty will be investigated by the following procedures outlined in the *Code of Behaviour on Academic Matters*. If you have any question about what is or is not permitted in the course, please do not hesitate to contact the course instructor. If you have any questions about

appropriate research and citation methods, you are expected to seek out additional information from the instructor or other UofT resources such as College Writing Centres or the Academic Success Centre.

Email

At times, the course instructor may decide to communicate important course information by email. As such, all UofT students are required to have a valid UTmail+ email address. You are responsible for ensuring that your UTmail+ email address is set up AND properly entered on the ROSI system. For more information please visit <http://help.ic.utoronto.ca/category/3/utmail.html>

Forwarding your utoronto.ca email to a Hotmail, Gmail, Yahoo or other type of email account is not advisable. In some cases, messages from utoronto.ca addresses sent to Hotmail, Gmail or Yahoo accounts are filtered as junk mail, which means that important messages from your course instructor may end up in your spam or junk mail folder.

Blackboard and the Course Page

The online course page for this course is accessed through Blackboard. To access the course page, go to the UofT Portal login at <https://portal.utoronto.ca/> and log in using your UTORid and password. Once you have logged in, look for the My Courses module where you'll find the link to all your course websites. If you don't see the course listed here but you are properly registered for the course in ROSI, wait 48 hours. If the course does not appear, go to the Information Commons Help Desk in Robarts Library, 1st floor, for help, or explore the Portal Information and Help at <http://www.portalinfo.utoronto.ca/content/information-students> and review the Frequently Asked Questions.

Recording Lectures

Lectures and course materials prepared by the instructor are considered by the University to be an instructor's intellectual property covered by the Canadian Copyright Act. Students wishing to record a lecture or other course material in any way are required to ask the instructor's explicit permission, and may not do so unless permission is granted (note: students who have been previously granted permission to record lectures as an accommodation for a disability are, of course, excepted). This includes tape recording, filming, photographing PowerPoint slides, Blackboard materials, etc.

If permission is granted by the instructor (or via Accessibility Services), it is intended for the individual student's own study purposes and does not include permission to "publish" them in anyway. It is absolutely forbidden for a student to publish an instructor's notes to a website or sell them in any other form without formal permission.

Course Schedule

Session	Date	Topic	Readings for Class	Graded Deliverables
1	Sept 18 th	Introduction to Negotiations	Chapter 1: The Nature of Negotiation	
2	Sept 25 th	Distributive and Integrative Negotiations	Chapter 2: Strategy & Tactics of Distributive Bargaining Chapter 3: Strategy & Tactics of Integrative Bargaining	Pre & Post Plans/Diaries Post negotiations Peer feedback
3	Oct 2 nd	Negotiating with a mission	Chapter 4: Negotiation: Planning and Strategy	Pre & Post Plans/Diaries Post negotiations Peer feedback
4	Oct 9 th	Emotions aside? How your feelings factor into the deal.	Chapter 5: Perception, Cognition, and Emotion	Pre & Post Plans/Diaries Post negotiations Peer feedback
5	Oct 16 th	Getting the message across	Chapter 6: Communication Process and Outcomes	Pre & Post Plans/Diaries Post negotiations Peer feedback *Midterm paper due
6	Oct 23 rd	With great power, comes great responsibility...	Chapter 7: Negotiation Power and Persuasion	Pre & Post Plans/Diaries Post negotiations Peer feedback
7	Oct 30 th	External Voices: Mediation & Arbitration	Chapter 8: The Dynamics of Disputes and Third-Party Help	Pre & Post Plans/Diaries Post negotiations Peer feedback
8	Nov 6 th	Ethics in negotiations	Chapter 9: Confronting the Dark Side: Deception and Ethical Dilemmas	Pre & Post Plans/Diaries Post negotiations Peer feedback
9	Nov 13 th	When more isn't better: Multi-party Multi-stake Negotiations	Chapter 10: Multiparty and Team Negotiations	Pre & Post Plans/Diaries Post negotiations Peer feedback
10	Nov 20 th	When the negotiations seas get a bit rough: Difficult people, situations, and difficult decisions	Chapter 11: Managing Difficult Negotiations	Pre & Post Plans/Diaries Post negotiations Peer feedback
11	Nov 27 th	Going Global	Chapter 12: International and Cross-Cultural Negotiation	Pre & Post Plans/Diaries Post negotiations Peer feedback
12	Dec 4 th	Reviewing what we've learnt	Chapter 13: Best Practices in Negotiations	Pre & Post Plans/Diaries Post negotiations Peer feedback *Final Paper Due

Please note that the schedule, content of the course, and evaluation methods may be subject to change based on our progress and time, and possible external factors throughout the course. If any changes are going to be made they will be discussed with the class ahead of time.