

SMO 412 Lec B1

EFFECTIVE NEGOTIATIONS

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Office: 3-20C Business Building
Office Hours: due to Covid 19 there are no in person Office hours, please phone or e-mail
Telephone: 433-3289 (home)

Winter Session 2021
Time: Mon & Wed 1:30-2:50 pm
Classes will be synchronous (live), but will be recorded & posted on e-class
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Course Description

Involving a comprehensive study of negotiations, this course is aimed at potential managers, regardless of area. Emphasis is given to key principles for effective negotiations and, to a lesser extent, human resource management. **Eleven [11]** negotiations' simulations are spread throughout the term. They are designed to permit students to practice and develop their skill at negotiating and to learn key concepts. Key concepts are to be learned both through simulation debriefings and in-class discussions of assigned readings.

GRADES:

The final grade in the course will be based upon:

(a) Class Participation*	10%
(b) Evaluations (3 @ 15% each)	45%
(c) Project (Take Home)	45%

*Mark to be based upon: (1) attendance, (2) preparation, (3) useful and intelligent contributions in class – including seeking clarification if you don't understand something and (4) participation in simulations, in which students will be expected to hand in preparation sheets and copies of agreements reached. Should students miss a class for legitimate reasons (e.g., illness) they can earn credit for a simulation by e-mailing in a preparation sheet for the simulation. Results of the negotiation simulations will be posted on forums on e-class.

Simulations:

- 1) Family Vacation (Where to go, what to do)
- 2) Maple Tree Mart (Sale of Business)
- 3) Aircraft Sale (Sale of Business Asset)
- 4) Cool Gadgets (Negotiating contract of employment)
- 5) Suntar Industries (Settling wrongful dismissal lawsuit)
- 6) Job Conflict (Settling an employee grievance)
- 7) University Administration (Collective bargaining)

- 8) Alphaland (Cross cultural negotiations)
- 9) Book Deal (Sale of intellectual property)
- 10) St. Jaques Baie (Multi party negotiations)
- 11) Lotto Negotiating (mediation simulation)

Learning Outcomes:

1. At the end of the course you will have developed the following course specific skills or knowledge.
 - Learn the different negotiation strategies, compete, compromise, collaborate, accommodate and avoid, and when it is most appropriate to use each strategy in negotiations.
 - Learn how to prepare for negotiations
 - Develop and understanding of the skills and techniques of negotiations
 - Develop communication and team work skills
 - Develop critical thinking skills
 - Learn to think creatively in order to reconcile underlying interests and goals of the parties to a negotiation

2. This course incorporates the learning goals of the B.Com program in particular:

Critical Thinking, Ethical Awareness, Global Awareness, Oral Communication, Teamwork and Written Communication

3. Final Grading is done on the basis of individual student achievement of the course and program outcomes. These outcomes are measured by the following assessments:

Individual Assignments: Assesses – Critical Thinking, Ethical Awareness, Global Awareness, Written Communication

Final Project: Assesses – Critical Thinking, Ethical Awareness, Global Awareness, Written Communication

Participation: Assesses – Oral Communication

Individual Assignments:

The two (3) **evaluations** are hand-in assignments worth 20% each.

Evaluation 1 – is on Cohen [Soviet Style Tactics, pp. 117-148]. Due Monday, February 8th, by midnight.

Evaluation 2 – is on Fisher and Ury [Chapter 3,4,5, Interests, Options for Mutual Gain, Objective Information, pp. 43-95]. Due Monday, March 1st, by midnight

Evaluation 3 – is on Lewicki [Chapter 11 Multiparty, Coalitions & Team Negotiations]. Due Monday, March 15th, by midnight.

Your assignment is to write a critique of the assigned readings. Do you agree or disagree with the ideas, strategies, and theories in the readings? Why or why not? How useful are the ideas expressed in the readings to the process of negotiation? What did you like or dislike about the readings and why? **Discuss these questions in light of your negotiating experiences. (Maximum word count – 800 words).**

The assignments require analysis and explanation. The assignments are not to merely regurgitate the material back to the instructor in the student’s words. “Analysis” is superior to “description,” chiefly because it answers the question “*WHY?*” Description answers “*What?*” Virtually anyone can explain what happened. Analysis goes further by giving sound reasons why. It also identifies key factors and shows how they are linked with what happened and help explain it. Analysis further involves applying key concepts learned in the course to explain what has happened or what is good or bad about what has been written. In short, *analysis gives sound reasons why; it also identifies key influences and relevant concepts and explains their linkages with what has occurred or been written to provide insights.*

The **Final Project** is to be done as an individual assignment. It is intended to encapsulate the learning process throughout the course. Students may wish to keep an individual, *confidential journal* during the course to assist them in completing this project. The Final Project is to be **typewritten using 12-pitch font, double-spaced & 1” margins and a maximum of 12 pages long.** It should address the following topics, for which page guidelines are given:

- **How to be an Effective Collaborative Bargainer** **4 pages**
- **When and How to Accommodate in Negotiations** **4 pages**
- **Key Lessons Learned, what every effective negotiator should know** **4 pages**

The *format* for the Final Project should largely be done in an *essay style*, possibly with tables or figures to illustrate key points. What I am looking for is *analysis* (e.g., distilling key factors and concepts, showing how they interrelate, giving reasons for the priority you attach to certain items), *integration of course materials, application of course concepts to your negotiation experiences, and overall learning.* Your Final Project should do more than merely regurgitate material from the required readings. To reiterate, the *above criteria will be applied.*

The Final Project is due *on or before* **Wednesday, April 14th, by midnight.**

Grading Criteria for individual assignments and final project:

- Displays understanding of the applicable readings and concepts.
- Able to apply the applicable readings or course concepts to your own negotiation experiences, and the styles used by your “partners in negotiations”.
- Ability to appropriately self-reflect on your negotiation style and draw lessons for self-improvement.
- Ability to demonstrate and discuss ways to improve your negotiation style-based on the applicable readings and course concepts.
- Organization of the paper.
- Clarity of communication.

- Correct punctuation, spelling and grammar.

REQUIRED TEXTBOOKS:

Herb Cohen, You Can Negotiate Anything (Toronto: Carol Publishing Group, 1995)
[ISBN: 0-8065-0847-7]. [**BOOKSTORE**] [*“Cohen”* below]

Roger Fisher & William Ury, Getting to Yes: Negotiating Agreement Without Giving In, 3rd
ed. (Toronto: PenguinBooks Canada Ltd. 2011) [ISBN: 0 14 01.5735 2].
[**BOOKSTORE**] [*“Yes”* below]

SMO 412 – Effective Negotiations, Custom Course Readings and Simulation Package,
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[**BOOKSTORE**]

Roy Lewicki, et al, Essentials of Negotiation (2020, 4th Cdn Edition, McGraw Hill Ryerson)
ISBN: 9781260065879 [**BOOKSTORE**] [*“Essentials”* below]

GRADING SYSTEM:

Final grades will be determined by cut-off points rather than a particular distribution. Consideration will be given to a raw score out of 100 points, possible natural breaks, and any relevant factor that relates to students’ performance. Consideration will also be given to university policy on class grade point averages.

A grade of D will be used for borderline cases that for some reason should be given the minimum conditional pass of D. For the vast majority of cases, though, a score of less than 50 will be a fail and get a grade of F.

ACADEMIC INTEGRITY:

“The University of Alberta is committed to the highest standards of academic integrity and honesty. Students are expected to be familiar with these standards regarding academic honesty and to uphold the policies of the University in this respect. Students are particularly urged to familiarize themselves with the provisions of the Code of Student Behaviour (online at <https://www.ualberta.ca/governance/index.html>) and avoid any behaviour which could potentially result in suspicions of cheating, plagiarism, misrepresentation of facts and/or participation in an offence. Academic dishonesty is a serious offence and can result in suspension or expulsion from the University.”

UNIVERSITY POLICY ON COURSE OUTLINES:

Policy about course outlines can be found in [Course Requirements, Evaluation procedures and Grading](#) of the University Calendar.

Audio and Video Recording:

"Audio or video recording, digital or otherwise, of lectures, labs, seminars or any other teaching environment by students is allowed only with the prior written consent of the instructor or as a part of an approved accommodation plan. Student or instructor content, digital or otherwise, created and/or used within the context of the course is to be used solely for personal study, and is not to be used or distributed for any other purpose without prior written consent from the content author(s).

Human Resources Management Competencies

1. At the end of this course you should have developed the following skills or knowledge:
 - a) - How to promote a collaborative work environment between the employer, the union (where it exists), employees, and other representative groups through clear and open communication to achieve a respectful, productive and engaged work force.
 - How to interpret legislation, collective agreements, and policies consistent with legal requirements and organizational values to treat employees in a fair and consistent manner and manage the risk of litigation and conflict.
 - How to recommend labour and employee relation, strategies, when it comes to negotiations, based on risks, costs and opportunities in order to achieve business objectives.
 - How to negotiate as a means to resolve labour issues consistent with the law, economic and societal trends, and established objectives and strategies to achieve agreement.
 - b) This course should contribute to your understanding of the following Human Resources Competencies by functional area:
 - Professional Practice
 - Labour and Employee Relations

Note: This course is a “pathway course” successful completion of all the pathway courses will allow graduates to apply for an exemption of the National Knowledge Exam, as one of the steps to a CPHR designation.

SMO 412--EFFECTIVE NEGOTIATIONS
Winter Session 2021– Note: Schedule may change

Dates	Topic/Objectives	Activities	Assignment(s)
Week 1 Jan 11-13	Introduction <i>Family Vacation</i> Negotiation <i>Maple Tree Mart</i> Briefing	Overview In-Class Negotiation Selected Video-Clips	Buy Textbooks: read <u>Cohen @ 51-113</u> . Power, Time Information
Week 2 Jan 18-20	<i>Maple Tree</i> Simulation <i>Maple Tree Mart</i> Debriefing <i>Aircraft Sale</i> Case / Debriefing <i>Cool Gadgets</i> Briefing	In-Class Negotiation Debriefing	Read <u>Essentials @ 93-133</u> , “Perception & Communication Process” Read <u>Yes@ 3-95</u> , Part II “The Method” Read <u>Cohen @ 117-148</u> , Soviet Style for Assignment # 1, Due Feb 8th
Week 3 Jan 25-27	<i>Cool Gadgets</i> Case <i>Cool Gadgets</i> Debriefing <i>SunTar Industries</i> Briefing	In-Class Negotiation Debriefing	Read <u>Essentials @ 1-92</u> , Nature of Negotiation. Distributive & Integrative Bargaining, Planning & Strategy.
Week 4 Feb 1-3	<i>SunTar Industries</i> Case <i>SunTar Industries</i> Debriefing	In-Class Negotiation Debriefing; Good/bad Decisions	Assignment #1 (work on) Read <u>Cohen @ 149-205</u> , Mutual Satisfaction, Win Win.
Week 5 Feb 8-10	Power, Rights & Interests Strategic Negotiations & Human Resource management (HRM)	Assignment # 1, Due Feb 8th	Hand in Assignment#1 by midnight; 15% . Max. 800 words typewritten, double-spaced Self Reflection based on <u>Cohen @ 117-148</u> . “Soviet Style”. Does it make sense in light of your negotiation experience? Give word count. Read <u>Essentials @ 138-162</u> Power & Perception & 211-224 “Difficult Negotiations”
Week 6 Feb 15-17	Reading Week – NO CLASSES		

Week 7 Feb 22-24	<i>Job Conflict Grievance Case</i> <i>Job Conflict Grievance</i> Debriefing	In-Class Negotiation	Read <u>Yes @ 97-145</u> “Part III “Yes But..” Read <u>Yes @ 43-95</u> ,, “Focus on Interests, Invent Options, Objective Criteria” for <u>Assignment# 2</u> <u>Assignment # 2 – Due Mar 1st</u>
Week 8 Mar 1-3	Strategy: Reality Checks Bargaining Relationships <i>University Administration</i> Briefing	Issue Analysis (Hand-Out) Selected Video Clips Briefing Assignment #2 due	Read Essentials 191-210. “Multi Party Negotiations” Hand in <u>Assignment #2</u>– Due Mar 1st, Max. 800 words <i>typewritten, double-spaced</i> Self Reflection based on Fisher Ury pp. 43-95, Interest, Options, Objective Criteria”. Give word count.
Week 9 Mar 8-10	<i>University Administration Case</i> <i>University Administration Case</i>	In-Class Negotiation In-Class Negotiation Dos & Don'ts (Hand-Out)	Read <u>Essentials @ 191-210</u> , “Multiparty Negotiations” for <u>Assignment # 3</u> <u>Assignment #3 – Due Mar 15th</u>
Week 10 Mar 15-17	<i>University Administration</i> Debriefing Multi-Cultural Negotiations <i>Book Deal</i> Briefing	Debriefing <i>Alphaland Case</i> Briefing Assignment #3 due	Read <u>Essentials @ 225-249</u> , International Negotiation” Hand Assignment #3_– Due Mar 15th Max. 800 words <i>typewritten, double-spaced.</i> Self Reflection based on <u>Essentials 191 -210</u> , “Multiparty Negotiations”. Give word count.
Week 11 Mar 22 -24	<i>Book Deal Case</i>	In-Class Negotiation Debriefing	Read <u>Essentials @ 249- 256</u> , “Best Practices”
Week 12 Mar 29-31	<i>St. Jacques Baie Dam</i> Briefing <i>St. Jacques Baie Dam Case</i>	In-Class Negotiation	
Week 13 Apr 7	<i>St. Jacques Baie Dam</i> Debriefing	Debriefing	Read <u>Essentials @ 173-190</u> “Ethical Dilemmas” April 5- Easter Monday no class

<p>Week 14 Apr 12-14</p>	<p><i>Lotto Negotiating Case</i> “Master Negotiator” Process of Mediation</p>	<p>In-Class Negotiation Selected Video Clips</p> <p><u>FINAL PROJECT</u> – Due Apr 14th</p>	<p>Re-read <u>Essentials</u> @ 157- 172, “3rd Party Help” Work on <u>FINAL PROJECT</u> – Due Apr 14th</p> <p>Hand in <u>FINAL PROJECT</u> by midnight</p>
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