Course Description

We negotiate every day - with potential employers, coworkers, roommates, landlords, parents, bosses, merchants, service providers, and even our friends and romantic partners. Negotiation is the art and science of securing agreements between two or more interdependent parties. It is a craft that must hold cooperation and competition in creative tension. It can be very difficult to do well. Even the most experienced negotiators often fall prey to common biases and errors in judgment. This course is highly experiential - students will practice, reflect, analyze, and practice again - and draws its insights from research in the cognitive, behavioral and social sciences. [24L]

Prerequisite: Open to third and fourth year Commerce and Management students. (SSc)
Distribution Requirement: SSc

Course Objective

Managers spend most of their time solving problems, building consensus and 'making deals' with or among, various constituents of their organizations (e.g., among employees, between vendors and customers, between management and unions). Negotiations are prevalent no matter what industry or function managers work in. In this course, you will read about negotiation, participate in real live negotiations and learn to analyze them in terms of theory and research in negotiation so you can improve your skills in negotiations you may engage in for the rest of your life (salary, promotion, real estate, car sales etc).

Each class will consist of a lecture and a role-play exercise. In the lecture, I will explain the material from the assigned readings. I will post my lecture outlines on the class website by 12am every Tuesday are expected to bring soft/hard copies of the lectures to class so you can refer to them during the session and make additional notes if you need to.

During my lecture presentations, I will pose questions to students. These will be similar the ones I will ask on the assignments/exams. To answer these questions well, you will need to complete the readings and know how to apply them to real life situations. You will receive participation credit for answering the questions orally.

The second half of every class will consist of a role-playing exercise. You will apply the readings and your critical thinking skills when playing your assigned role in the exercise. Before each exercise, you may be asked to talk about how you plan to apply the readings in the exercise and after each exercise you may be asked talk about the theories you read about was supported or not supported in your experiences. You will get participation credit for answering these questions. Questions that you answer before and after each role-play exercise will be similar to the ones posed on the exam/assignments. Therefore, it is very important that you attend class.

Textbooks and Other Materials

1. Role play materials which will be provided by the instructor in class. You MUST pick them up on the scheduled day (see course timetable)

2. Chapters from books available at the library on short term loan.
Assessment and Grading Policies

<table>
<thead>
<tr>
<th>Type</th>
<th>Description</th>
<th>Due Date</th>
<th>Weight</th>
</tr>
</thead>
<tbody>
<tr>
<td>Class Participation</td>
<td>Answering questions posed by professor, asking insightful questions, participating in role plays and case study discussions</td>
<td>On-going</td>
<td>15%</td>
</tr>
<tr>
<td>Other</td>
<td>Planning and preparing for role plays using materials provided by professor</td>
<td>On-going</td>
<td>15%</td>
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<tr>
<td>Assignment</td>
<td>Post Negotiation Analysis</td>
<td>2013-02-11</td>
<td>30%</td>
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<tr>
<td>Final Exam</td>
<td>Short Answer questions</td>
<td>TBA</td>
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<td><strong>Total</strong></td>
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Requirements and Criteria

Planning and Role Preparation

Because negotiation exercises are critical to the learning process in this course, you should be fully prepared for every negotiation. To help you prepare for the role in each negotiation, you are required to submit a negotiation planning document at the beginning of each class. You or your team (if you are negotiating in a team) should bring 2 copies of your planning document to class so that you can turn one copy in at the beginning of class and use the other as a reference during your negotiation. I will use a 0-10 point system: You will receive the full 10 point mark if you turn in all required planning documents. For every planning document missed you will get one point less. Late plans will not be accepted. A template of a planning document pertinent to each roleplay will be posted on the class website.

Class Participation

All students are expected to participate in all negotiation exercises and class discussions. You will be evaluated on the quality of your contribution to class discussions. Quality comments possess one or more of the following properties:

- Offer a unique and relevant perspective
- Contribute to moving the analysis forward
- Transcend the "I feel" syndrome (i.e., include evidence, demonstrate recognition of basic concepts, and integrate these with reflective thinking)
- Link relevant concepts to current events

I will give you a UNIQUE COUPON as a record of your participation while you are asking or answering questions in class and I will KEEP a COPY of that COUPON. It is your responsibility to keep these COUPONS and submit them to me on the last day of class. You will also be assessed as groups/pairs in your participation. Sometimes, I will ask each group/team to answer questions. I will then give all members of the group/team credit for participation.

Post Negotiation Analysis

The purpose of this exercise is to encourage you to reflect on your behaviors and your classmates' behaviors in a negotiation exercise, and to analyze what you have learned from your experience. In this, you should identify key events and processes, analyze reasons and mechanisms behind negotiation dynamics and strategies, use readings to help structure the analysis, and write well. The focus is on "why" rather than "what." Additional details will be posted on the course website.

Final Exam

The two-hour final exam will test your understanding of negotiation concepts and theory. It will cover the concepts discussed in class and in the readings, with an emphasis on in-class discussions. The exam will ask you to apply the course concepts - so you need to know not only the definitions of various concepts but also the pros and cons of using them strategically and how you would apply them in real-life situations.

Conduct of Class
Lecture Notes will be available on the course website by 12am every Monday. You are expected to bring soft/hard copies of the lectures to class so you can refer to them during the session and make additional notes if you need to.

Negotiation Course Honor Code

- Never assume identical negotiation materials, even if others have the same role as you. Any information you receive for a negotiating exercise is confidential. Never assume material is identical even if a classmate is playing the same role, unless you are told that you can share information and strategize together.

- Do not show negotiation materials to anyone. During a negotiation, you may verbally disclose to other negotiators any information in your confidential role instructions, if you wish, but do not physically show your confidential information to any other negotiator, even a teammate, until the assignment is completed. You may show them documents you create on your own.

- No false facts. The information you need in order to negotiate is provided in the case materials. Do not make up facts that improve your bargaining position. During a negotiation exercise, if you were asked a question calling for information that is not contained in your confidential instructions (the answer to which would substantially influence the structure of the case) your answer would be "I don't know."

- Once negotiation ends, do not share information until after debrief. When you have completed a simulation, please do not reveal your information to the other party before returning to the classroom. After class you may share your confidential information, but you are not obliged to do so.

- Do not discuss negotiations with students who have not taken this class.

For Written Assignments:

All written assignments must be submitted via hard copy to the professor at the beginning of the class period on the day the assignment is due. You may be asked to submit an additional soft copy on Blackboard (check the website for announcements) and on turnitin.com.

To Use Turnitin.com:

Normally students will be required to submit their course essays to Turnitin.com for a review of textual similarity and detection of possible plagiarism. In doing so, students will allow their essays to be included as source documents in the Turnitin.com reference database, where they will be used solely for the purpose of detecting plagiarism. The terms that apply to the university's use of the Turnitin.com service are described on the Turnitin.com website.

Please note that clear, concise, and correct writing will be considered in the evaluation of all written assignments. 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.

For Group Work:

Some negotiation simulations (which will form the basis of your planning and role play preparation assignments) require students to work in teams. When working as a team, students are reminded of the following expectations with respect to their behavior and contributions to the project:

Each team member is expected to:

- Treat other members with courtesy and respect;
- Establish a positive and productive team dynamic;
- Contribute substantially and proportionally to the final project;
- 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;
- Meet the project timeline as established by the team.

Learning to work together in teams is an important aspect of your education and preparation for your future careers. Project
work is often new to students; conflicts can - and do - occur. Teams are collectively expected to resolve disputes or misunderstandings as soon as they arise (and prior to submission of the final project). In cases where teams are unable to reach a mutually agreeable solution, the entire team must meet with the departmental advisor as soon as possible. The departmental advisor will listen to the team and help the team develop options for improving the team process. All members of the project team must commit to and utilize their action plans.

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 UofT email address. You are responsible for ensuring that your UofT email address is set up AND properly entered on the ROSI system. Forwards 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.

Attendance Policy

You are expected to attend all classes and participate in every negotiation. If you must miss a class, contact me ideally a week in advance, but at least by 12pm on the Thursday before the Monday class. You may miss one negotiation without penalty if you provide advance notice, but you are still required to submit a planning document. Failure to contact me will result in a drop of one letter grade for the course. If you miss a second exercise, you will lose a letter grade. This strict policy is necessary because your classmates rely on your attendance for their educational experience, and because the instructor must arrange logistics and pairings in advance.

Re-Grading Policy

Addition errors only. If there is an error in totaling up your score, you may write this on the cover of your written material (term work). Indicate what you think the total should be. Return this to professor/TA by the end of the class period during which you received the original grade. Addition errors will not be considered after the class period.

Non-Addition errors: Only those with less than 80% grade (i.e., B+ or below) will be allowed re-grades. If, after looking over your grade for your written material (term work), you feel that your work re-grading, you must observe the following procedures:

1. Submit your re-grading requests within 5 business days of receipt of the original grade. Re-grading requests will not be considered after the time limit has passed, even if you were not present when re-graded materials were distributed.

2. Create a typed note containing the following: (i) your name, (ii) your Student Number, (iii) the question number or criterion on you believe was graded incorrectly, and, (iv) an explanation of why you feel your material is correct. Hand-written submissions will not be considered. Re-grading will be based only on what you submit in writing, not what you might tell the prof/TA in person.

3. Staple your typed note to your graded material and give it to the professor. Also send your typed note, a scanned version of your graded assignment and/or your original assignment via email to phanira@utsc.utoronto.ca. If you are going to submit your exam/paper for a re-grade, do not write on your paper or alter it in any way. If you do so, it will be considered a violation of the Academic Honor Principle.

The TAs/professor will re-grade the entire written material. Re-grading means that your assignment/answer will be reevaluated and a new grade may be assigned. This means that it is possible to lose points as well as to gain points through re-grading. Please do not submit your materials for re-grading unless you are highly confident that a grading error occurred. Keep in mind that the re-grade is meant for mistakes in grading. It is not a forum for arguing about the answers with the hope that your score will increase by a couple of points. If you still have problems after re-grading, you can discuss the issue with the professor by scheduling an appointment within a week of return of the regarded material (phanira@utsc.utoronto.ca). Please note that these deadlines initiating regarding requests and subsequent appointments with the professor are set so that the regrading process can be completed within a month of the original date when the graded material was handed out as per University rules.

http://diskworld.wharton.upenn.edu/~foster/teaching/112/regrades.html
http://www.cas.umb.edu/chem/crswebs/161web.htm

Procedures and Rules
Missed Coursework:

The following steps must be completed in order to be considered for academic accommodation for any coursework, such as missed tests or late assignments:

1. Students must inform their professor in writing (e-mail is acceptable) within 24 hours of a test date/assignment due date of any circumstances that prevent them from writing a test or submitting an assignment on time.
2. Students must submit in person the required documentation within one (1) week of a missed assignment due date or test date to the Department of Management administrative staff, Kaneff Centre, Suite 207. Failure to submit appropriate documentation will result in a grade of zero on the test or assignment in question.

In the case of illness, the required documentation is:

a. A Petition for Academic Accommodation
   (http://www1.utm.utoronto.ca/management/pdfs/UTM%20Management%20Petition%20for%20Academic%20Accommodation.pdf)
   AND
b. An original UTM Medical Certificate
   (http://www.utm.utoronto.ca/registrar/sites/files/registrar/public/shared/pdfs/medcert_web.pdf) Medical certificates
   MUST include the following statement: “This student was unable to write the test [or complete the assignment] on
   [date(s)] for medical reasons.” Documentation must show that the physician was consulted within one (1) day of the test
   or assignment due date. A statement merely confirming a report of illness made by the student is not acceptable (e.g.
   “This patient tells me that he was feeling ill on that day”). Failure to comply with this policy will result in a grade of zero for the test or assignment in question.

In cases of severe domestic affliction or other causes not related to the student’s health, the required documentation is:

a. A Petition for Academic Accommodation
   (http://www1.utm.utoronto.ca/management/pdfs/UTM%20Management%20Petition%20for%20Academic%20Accommodation.pdf)
   AND
b. Additional Documentation, as required. The Committee will contact you after the submission of your petition to obtain
   any additional documentation that may be required to assess your case fully.

Please note that the written explanation and documentation that you submit represent an appeal from you, requesting the opportunity to account for that portion of your grade in an alternate manner than the normal one that is described in this course outline. If an appeal is not received by the deadline specified above, or if the appeal is deemed unacceptable, you will receive a grade of zero for the item you missed.

If the appeal is granted -- that is, your reason for missing the item is considered acceptable by the Departmental Petition Review Committee -- then, provided you have followed the alternate procedure described below, this work will receive a grade.

Once all documentation has been received, the Petition for Academic Accommodation will be reviewed by the Departmental Petition Review Committee. Students will be informed of the Committee’s decision within two (2) weeks. Academic accommodation can be made when an assignment is late or a student is unable to write a term test/quiz for University-accepted, verifiable reasons. Please note that students are required to submit their assignments as soon as they are able and they should NOT wait for the decision of the Committee.

Note that holidays and pre-purchased plane tickets, family plans (unless critical, such as death of an immediate family member), your friend’s wedding, lack of preparation, or too many other tests are not acceptable excuses for missing a quiz, a test, or an item of course work.

Late Assignment(s):

All assignments are due at the beginning of class on the date specified in the course outline. Assignments not received on the specified date will normally be penalized by 4% for each day the assignment is late (including weekend days). 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.

If you anticipate missing an assignment deadline due to uncontrollable circumstances, you should contact the course instructor as early as possible, but within at least 24 hours to explain the situation. As described above, you must submit a Petition for Academic Accommodation, along with any additional documentation, in person to the Department of Management administrative staff, Kaneff Centre, Suite 207 within one (1) week of the missed assignment deadline. The reallocation of grades, if any, for assignment deadlines missed for legitimate reasons will be made at the discretion of the instructor.

The Department of Management Program Office, including all staff and faculty members, cannot and will not accept late
assignments for course instructors. Once an assignment deadline has passed, students must contact the course instructor to coordinate the assignment submission (if the instructor will accept a late assignment).

Final Exams:
Final Examinations are scheduled, administered and governed by the policies set by the Office of the Registrar. Any student that is granted a deferral by the Office of the Registrar will be required to write a deferred examination at the next exam-writing session scheduled by the Office of the Registrar. Students should note that the deferred exam may not follow the same format as the exam given in the regular writing session.

Students who cannot write a final examination due to illness or other serious causes must file an online petition within 72 hours of the missed examination. Original supporting documentation must also be submitted to the Office of the Registrar within 72 hours of the missed exam. Late petitions will NOT be considered. If illness is cited as the reason for a deferred exam request, a U of T Medical Certificate must show that you were examined and diagnosed at the time of illness and on the date of the exam, or by the day after at the latest. Students must also record their absence on ROSI on the day of the missed exam or by the day after at the latest. Upon approval of a deferred exam request, a non-refundable fee of $70 is required for each examination approved.

Academic Misconduct:
Students should note that copying, plagiarizing, or other forms of academic misconduct will not be tolerated. Any student caught engaging in such activities will be subject to academic discipline ranging from a mark of zero on the assignment, test or examination to dismissal from the university as outlined in the academic handbook. Any student abetting or otherwise assisting in such misconduct will also be subject to academic penalties.

Students agree that by taking this course all required papers may be subject to submission for textual similarity review to Turnitin.com for the detection of plagiarism. All submitted papers will be included as source documents in the Turnitin.com reference database solely for the purpose of detecting plagiarism of such papers. The terms that apply to the University’s use of the Turnitin.com service are described on the Turnitin.com web site.

Standard of Conduct in this Course:
Since this course is part of a degree designed to give you a broad understanding of the world of business, we aim to run the course in a way which will be consistent with the world of business - where many of you will spend your working lives. We strive to provide accurate information, quality materials and good service, consistent with our obligations to maintain the high academic standards of the Department of Management at the University of Toronto Mississauga

In return we expect that you will conduct yourself in a way that prepares you for the world of work.

1. We start on time, so please do not arrive late and disrupt others.
2. Leaving class early is also disruptive to your colleagues and will not be permitted unless you have made prior arrangements with the instructor.
3. Turn off your cell phone, pager, and watch alarm.
4. Keep up to date. Make sure that you know the class schedule. Check on the course Blackboard page for updates and posted materials.
5. During the class, respect the learning opportunities of others. Don't distract others by chatting to your neighbour. Our expectation is that you will not only contribute in class to your own learning, but also that of others.
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<th>Date</th>
<th>Topic</th>
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<tbody>
<tr>
<td></td>
<td>Prepare &amp; Negotiate Synertech-Dosagen</td>
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<td>Negotiate New Recruit</td>
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<tr>
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<td>Debrief Synertech-Dosagen</td>
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<td>GET ROLES FOR NEW RECRUIT</td>
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<td>PICK UP ROLES FOR MOMS.COM &amp; Telepro</td>
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<td>2013-01-21</td>
<td>Advanced Negotiation Strategies</td>
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<td>Debrief Moms.com</td>
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<td></td>
<td>Raiffa: <em>AMPO versus city and Tradeoff and Concessions so you know in: The art and science of negotiation</em> by Howard Raiffa</td>
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<td>Submit Moms planning documents</td>
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<tr>
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<td>PICK UP ROLES FOR VIKING</td>
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2013-01-28

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<td>PICK UP ROLES ABC Local,</td>
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<td>Form Groups</td>
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<tr>
<td>Prepare ABC/Local 190 R1</td>
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Skim p. 34-40

Submit Planning Document for Viking

2013-02-04

<table>
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<tr>
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<th>Negotiate ABC/Local 190 R1</th>
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<tr>
<td>Pick up negotiation assignment instructions</td>
<td>Submit Planning Document for ABC Local 190, - submit as a group of 3</td>
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2013-02-11

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<tr>
<td>SUBMIT ASSIGNMENT - see blackboard for details on how to submit</td>
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Debrief ABC/ Local 190

With MOVIE "American Dream"

*PICK UP ROLES FOR BULLARD HOUSES*

Assignment Due

2013-02-18

Reading Week, no class

2013-02-25

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<thead>
<tr>
<th>Agents in Negotiations</th>
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<tr>
<td>Negotiate Bullard Houses</td>
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<td>Debrief Bullard Houses</td>
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Planning Document for Bullard

MGT461H5S - Radhakrishnan, Phanikiran
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<tr>
<th>2013-03-04</th>
<th>Multiple Issue, Multi-Party Negotiations</th>
<th>Negotiate <em>Mouse</em> Debrief <em>Mouse</em></th>
<th>Vanover: <em>Getting things done through coalitions in Negotiation</em> (4th ed) by Lewicki, Barry, Saunders - section 9.3 Negotiation: readings, exercises, and cases</th>
<th>Modify the Planning Document used for Bullard to apply for Mouse</th>
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<tbody>
<tr>
<td>TBA</td>
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Last Date to drop course from Academic Record and GPA is March 10, 2013.