



## GBUS 873-001: Negotiation and Conflict Resolution

Fall 2023

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### **INSTRUCTOR DETAILS:**

Name: Caroline Graves

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Email: caroline.graves@uregina.ca

Office Hours: By appointment

### **CLASS DETAILS:**

Class Dates: Tuesday, Aug. 30 – Dec. 5

Class Times: 7:00p.m. – 9:45p.m.

Class Location: ED 193 / Hyflex

### **COURSE DESCRIPTION**

This course will introduce students to the theory and practice of negotiation and conflict resolution, including alternative dispute resolution.

### **LEARNING OBJECTIVES / OUTCOMES**

Students will:

- Understand theories and dimensions of conflict in organizations at the individual and group levels.
- Apply conceptual frameworks to the diagnosis and assessment of organizational conflict.
- Identify and implement appropriate intervention programs and strategies for a variety of conflict scenarios in organization settings.
- Recommend the design of a conflict management system for organizations.

### **COURSE EXPECTATIONS**

- Regular class attendance and active participation in classroom activities are required. Students are expected to prepare in advance for class and be able to participate in class discussions on articles, etc. It is expected that students will read and prepare appropriately for every class. Please read each section of the course outline for expectations on all components of the course.
- If you join the class remotely, you are expected to ensure that your camera is working and is turned on.
- Should you miss a particular class, it is your responsibility to obtain notes, assigned activity information, etc. from another class member.



- Log into UR Courses regularly to check for e-mails or any course-related announcements.

### **COURSE MATERIALS**

- Lewicki, Saunders, Barry, & Tasa. 2020. Essentials of Negotiation (Fourth Canadian Edition). McGraw-Hill Education LLC.
- Additional case studies and materials will be used in this course. The instructor will make this material available during the course, and the costs will be billed to students prior to the end of the semester.

### **COURSE ASSESSMENT SUMMARY**

<i>Component</i>	<i>Due Date</i>	<i>Percentage of Final Grade</i>
Personal Negotiation Paper	Oct. 3, 2023	20%
Case Study Assignment	Nov. 7, 2023	25%
Current Event Group Project Presentation	Nov. 28 & Dec. 5, 2023	15%
Real-World Negotiation Analysis	Dec. 8, 2023	30%
Participation	Throughout course	10%

For a description of the grading system, consult the Faculty of Graduate Studies and Research link here: <https://www.uregina.ca/gradstudies/current-students/grad-calendar/grading-system.html#gradingsystem>

### **DESCRIPTION OF ASSESSMENT**

#### **Personal Negotiation Paper (Due: Oct. 3, 2023) – 20%**

Individually, you will analyze a real-life negotiation. You may choose one of the following topics:

1. Prepare a strategy for an upcoming workplace negotiation or any other meaningful negotiation.
2. Analyze a past negotiation where you made strategic mistakes or were successful.

This paper should include only minimal discussion of the actual negotiation.



**Questions for Analysis** (this is not a template, but instead are questions to help stimulate depth of analysis)

1. Self-analysis: What negotiation tactics and strategies were effective/ineffective? Why? Did your approach help you, and if so, how? Did your approach hurt you, and if so, how?
2. How did your negotiation process align with the predictions of literature on negotiations?
3. Address personal insights about how your personality or past experiences may affect your choice of negotiation strategies or tactics. What did you learn from your experience, and what will you do differently next time?

Your submissions are to be a maximum of five (5) pages, utilizing one-and-a-half line spacing, one-inch margins, and 12-point Times New Roman font. The cover page and reference list do not count towards the total page count.

**Case Study Assignment (Due: Nov. 7, 2023) – 25%:**

You may complete this assignment as an individual or in self-selected groups of your own choosing (maximum of four students). Additional details regarding this assignment will be posted on our UR Courses site.

**Current Event Group Project Presentation (Due: Nov. 28 & Dec. 5, 2023) – 15%:**

You will be asked to form self-selected groups of 3 – 4 students for the purpose of making a presentation to the class. Your group will choose an example of a conflict in an organization (or between organizations) either from current events or from personal experience. As a group, you will analyze the type, sources, and contributing factors of the conflict. You will also develop a conflict management strategy to resolve the situation and to manage similar issues going forward in the organization (i.e., recommend a conflict management system).

There is no written submission for this assignment. Groups will have 15 minutes to present their findings and recommendations. At a minimum, you should include the following in your presentation: a clear statement of the problem, a concise summary of the situation and relevant circumstances, a review of the relevant literature, and an explanation of your recommendations for resolution and ongoing conflict management in the organization. It is important to consider implications that may arise out of your recommendations.

You are free to use any tools and devices you choose to create a meaningful learning experience in your presentation. You are not limited to a PowerPoint presentation. You can use video or even pre-record portions of your presentation.



**Real-World Negotiation Analysis (Due: Dec. 8, 2023) – 30%:**

This assignment will be completed individually. This analysis should review a high-profile, real-world negotiation or conflict (in which you are not involved, but instead are an outside observer). The topic could be some kind of transaction or deal, or it could be a qualitative dispute or conflict. Some examples are workplace negotiations, collective bargaining, a corporate merger, trade deal negotiations, etc.

Creative approaches are encouraged. The overarching objective is to think carefully about a real-world conflict or negotiation and apply academic literature as well as some of the concepts and tools featured in the course. While the details of any given case are important to note and consider, another goal is to consider some larger and more enduring lessons that could be applied in future similar situations.

Your paper will be a maximum of 12 pages. Use 12-point Times New Roman font, one-and-a-half line spacing, 1-inch margins, and include page numbers. The cover page and reference list do not count towards the total page count.

Guidelines and a grading rubric will be posted on our UR Courses site.

**Participation - 10%:**

Students are expected to be present and engaged in class. High levels of participation include such things as active involvement in class discussions, drawing others into discussions, demonstration of critical thinking (e.g., constructively criticizing material discussed in class), and bringing in outside materials from news sources/current events and personal experiences/observations.

Note: Being present in class will not be enough to ensure a high grade.

The following guide will be used in assessing participation grades:

*Exceeds Expectations*

9 -10: Students in this category provide leadership in and out of the classroom and work toward enhancing the interpersonal dynamics of the class. Their level of engagement is high and consistent throughout the week and their contributions are thoughtful and relevant. Rather than dominating the setting, they act as facilitators, bringing others into the discussion.

*Meets Expectations*

7 – 8: Students show an active interest in class activities and participate actively in classroom discussions; regularly make insightful comments which help others to understand course material; act as positive group role models, etc.



### *Does Not Meet Expectations*

6: Students attend class regularly, but only occasionally contribute to the classroom experience.

Less than 5: Students fail on all of the previously identified ways of contributing.

## **ACADEMIC REGULATIONS**

Late assignments will be penalized 10% for each day that they are late. Late assignments will not be accepted after five (5) days unless there are extenuating circumstances that have been discussed with the instructor prior to the assignment deadline, and the instructor has agreed to extend the deadline.

**Request for Deferred Submission of Work.** For the final paper, all extensions will be considered a request for a deferred exam and will have to be signed by the instructor and final approved comes from the Faculty of Graduate Studies and Research.

Extensions or requests for changes by students to **final** exams and assignments due dates will require the student to complete a formal request for deferral. The student completes the request, consults with the instructor who must sign the form, and the instructor then submits the form (and any supporting documentation provided by the student) to Faculty of Graduate Studies and Research (FGSR). The decision (approved or denied deferral) is made by FGSR and is usually only approved if there are extenuating circumstances (e.g., illness, death, etc.). The decision is sent by mail to the student and it is the student's responsibility to ensure the deferred requirements are met within the outlined time frame. It is also the student's responsibility to follow-up with FGSR if they do not receive a response from FGSR on their submitted request. Requests for deferral received more than two (2) weeks after the final day of the examination period will be denied. The deferral form can be found on the FGSR website at: <https://www.uregina.ca/gradstudies/forms.html>

### **Plagiarism and Academic Dishonesty:**

Students enrolled in Business courses at the University of Regina are expected to adhere rigorously to principles of intellectual integrity. Plagiarism is a form of intellectual dishonesty in which another person's work is presented as one's own. Plagiarism or cheating on examinations/assignments is a serious offence that may result in a zero grade on an assignment, a failing grade in a course, suspension, or expulsion from the University.

Students are reminded that they must adhere to the standards of ethics of the university (see Section on *Academic Conduct and Misconduct Regulations Governing Discipline for Academic*



and Non-academic Misconduct in the Academic Calendar). Students must appropriately reference material and must submit their own work.

**For all formally assessed individual submissions**, students should not collaborate with other students in the preparation or writing of the work.

## **STUDENT RESOURCES**

### **Accessibility Services**

If there is any learner who, because of a disability or other consideration, may have a need for accommodation(s), please contact the Centre for Student Accessibility before or at the start of the course <https://www.uregina.ca/student/accessibility/> . The Centre will advise how you proceed and the required communication with your instructor.

### **Counseling Services**

If any learner is experiencing personal problems which may be affecting their studies, please consider consulting UofR Consulting Services. For more information check here <https://www.uregina.ca/student/counselling/services/index.html>

### **Writing Assistance**

The Student Success Centre ([www.uregina.ca/ssc](http://www.uregina.ca/ssc)) offers both on-line resources and in- person tutoring on writing skills.

## **CLASS SCHEDULE**

Sept. 5	Introductions and Review of Course Outline Chapter 1 – The Nature of Negotiation
Sept. 12	Chapter 2 – Strategy and Tactics of Distributive Bargaining
Sept. 19	Chapter 3 – Strategy and Tactics of Integrative Negotiation
Sept. 26	Chapter 4 – Negotiation: Planning and Strategy Express Trucking Exercise
<b>Oct. 3</b>	Chapter 5 – Individual Differences: Know Yourself and Your Counterpart Chapter 6 – Perception, Cognition, and Emotion <b>Personal Negotiation Paper Due</b>



Oct. 10	Fall Break Week – No Class
Oct. 17	Chapter 7 – Communication Process and Outcomes
Oct. 24	Chapter 8 – Negotiation Power and Persuasion
Oct. 31	Chapter 9 – The Dynamics of Disputes and Third-Party Help Helen Ramsay: A Mediation Attempt
<b>Nov. 7</b>	Chapter 10 – Confronting the Dark Side: Deception and Ethical Dilemmas Chapter 11 – Multiparty, Coalitions, and Team Negotiations <b>Case Study Assignment Due</b>
Nov. 14	Chapter 12 – Managing Difficult Negotiations Collective Bargaining and Negotiation at the University of Regina
Nov. 21	Chapter 13 – Best Practices in Negotiations
<b>Nov. 28</b>	<b>Current Event Group Project Presentations</b>
<b>Dec. 5</b>	<b>Current Event Group Project Presentations Cont'd</b>
<b>Dec. 8</b>	<b>Real-World Negotiation Analysis Due</b>

**Please Note:** Class activities (including case studies) may occur that are not reflected on the class schedule, and adjustments may be necessary.