

### COURSE INFORMATION

Course title:	Two-Party Negotiations		
Course code:	BAHR507	Credits:	1.5
Session, term, period:	2023WT2, P6	Class location:	001 HA254; 002 HA132
Section(s):	001, 002	Class times:	Section 001: Wed, 6:00-9:30pm PST Section 002: Fri, Sep 22, 5:00-9:30pm PST Sat, Sep 23, 8:30am-5:00pm PST Sun, Sep 24, 8:30am-5:00pm PST
Course duration:	Sep 5 – Oct 6, 2023	Pre-requisites:	n/a
Division:	OBHR	Co-requisites:	n/a
Program:	MBA		

### INSTRUCTOR INFORMATION

Instructor:	Perry Atwal		
Phone:	604-822-8859	Office location:	HA 669
Email:	Perry.atwal@sauder.ubc.ca	Office hours:	By appointment

### COURSE DESCRIPTION

This course integrates experiential and intellectual learning components to help students become better negotiators. It is designed to develop the sophistication to analyze bargaining and conflict relationships and to learn (through class discussion and self-assessment) about your own individual "bargaining styles."

### COURSE FORMAT

Mixture of lecture, discussion and negotiations exercises to reveal key learning points.

### LEARNING OBJECTIVES

Negotiating skills are essential for MBA's to achieve their goals. Managers negotiate every day with a variety of stakeholders, including their employers, supervisors, direct reports, vendors, and suppliers. More than this, however, managers negotiate intangibles, including expectations, ideas, and responsibilities. To be effective, managers need to acquire analytical skills to effectively plan, strategize, and discover superior solutions to their own and their organizational challenges. They also need negotiation skills to get others to accept and implement these solutions. The goal of this course is to help you develop the negotiation skills needed to meet these challenges.



The learning objectives for this course are:

- Understanding the basic elements of negotiation and how to approach negotiation more systematically
- Gaining insight into your own and others' negotiating styles
- Recognizing common mistakes in negotiation and how to avoid them

- Understanding the differences and similarities of dyadic vs. group negotiations
- Assessing your strengths and limitations as a negotiator
- Examining the role of power in negotiations
- Gain some appreciation of international negotiations

### SUSTAINABLE DEVELOPMENT GOALS (SDGS)

At UBC Sauder, we are committed to responsible business practices that can have transformative impacts on society. One of the ways we are reinforcing our commitment to responsible business is by showcasing relevant content in our courses via the lens of the [United Nations Sustainable Development Goals](#). In this course, we will touch on topics that relate to the following goals:

Sustainable Development Goal	Description of how and when the goal is covered in the course.
<p><b>GOAL 3: Good Health and Well-being</b></p> 	<p>In Part 5 we will conduct a 'Covid Housemates' negotiation and discussion concentrating on how to share a healthy environment where all tenants are happy and productive. In addition, Part 3 will include a 'Smart Health' negotiation focusing on balancing the need for long-term health and long-term financial health with a discussion between a social entrepreneur and a venture capitalist.</p>
<p><b>Goal 10: Reduced Inequality</b></p> 	<p>In Part 5, we will conduct an international negotiation and discussion highlighting how different cultures approach and interpret negotiation. We will consider the effects of our cultural backgrounds and norms, and how they colour the negotiation process with the aim of a deeper understanding of each other to reduce inequality.</p>

### ASSESSMENTS

#### Summary

<u>Component</u>	<u>Weight</u>
Journal	40%
Reflection Paper	40%
Class participation	20%
Total	100%

#### Details of Assessments

Students are expected to participate in all the exercises and class discussions. Participation will be evaluated on the following criteria:

- Quality of preparation for the exercises, including familiarity with the reading material and case material.
- Quality of performance on the exercise.
- Quality of participation in the debrief and discussion sessions.

### Journal (40%)

During the course, each student is expected to maintain a journal describing his/her role experiences and reflecting on learning experiences as a negotiator. The purpose of keeping a journal is to encourage reflection on and analysis of the “learning by experience” negotiation simulations. Your comments also give me a sense of your individual progress and your strengths and weaknesses as a negotiator. Your task is to describe your reactions, perceptions, impressions, or significant insights gained from participation in or reflection on the simulations. You may want to address some of the following points:

- a) What you expected in the situation.
- b) How you prepared for the negotiation.
- c) How you and others behaved.
- d) What you learned about your skills and the skills of those around you.
- e) What you would do differently the next time around.

I regard this journal as a confidential communication between each student and the instructor. As a result, I expect you to be specific in identifying other people and their behaviour in describing your reactions to the negotiation simulations. Journal entries should be made very soon after each negotiation simulation.

Please submit your journals via Canvas **by midnight on Wednesday, October 11<sup>th</sup> for Section 001 and Friday, September 29<sup>th</sup> for Section 002**. Late papers will not be accepted.

### Reflection Paper (40%)

Students are to write a short paper reflecting on a previous negotiation experience and summarizing how you would apply some of the key takeaways from the course. The goal is to crystallize the strategies that will benefit you when addressing negotiations in your work and personal life.

Papers should include the following components:

- a) Describe the negotiation context. What made this negotiation particularly challenging?
- b) Briefly describe what happened.
- c) What did you do well? What did not go well?
- d) What would you have done differently to achieve a more successful process and/or outcome? What can you draw from the lessons learned in the class and the reading material?
- e) Last, where will these takeaways likely be relevant in your future? Describe one or two specific occasions in your personal life or your role as a manager in which you will most likely need these lessons.

Note that your grade for this paper is not a function of your performance as a negotiator. Rather, it is a function of how well you a) reflect upon your learning, b) gain insight into the negotiation process, and c) how you will apply the learning.

Your Reflection Paper should not exceed 1200 words, and any reasonable style of formatting is acceptable. Please submit your paper via Canvas **by midnight on Wednesday, October 11<sup>th</sup> for Section 001** and **Friday, September 29<sup>th</sup> for Section 002**. Late papers will not be accepted

## LEARNING MATERIALS

**Reading Materials:** Online – No textbook required.

**Recommended (Not Required):** Lewicki, R.J., Barry, B., Sauders, D.M., & Tasa, K. (2017), 7 Ed. Essentials of Negotiation (Canadian Edition). New York: McGraw-Hill Irwin.

**Other Learning Resources:** Canvas

**Activity Fees:** Several exercises in the course are copyrighted so you are required to pay a student fee for using them. Please pay the fee on line using the link provided in Canvas.  
All students enrolled in this class must pay the course fee or they will receive an incomplete for the course.

## COURSE-SPECIFIC POLICIES AND RESOURCES

### *Attendance for Weekend Class*

**If you take the weekend class, you must commit to being present for the entire weekend (5-9:30pm on Friday, and 8:30am to 5pm on both Saturday and Sunday). You cannot take the class if you cannot commit to all of these times. The negotiation dynamics are affected if we have any missing students, and please do not turn up on Friday hoping for a special exemption.**

### *Missed or late assignments, and regrading of assessments*

Late submissions will not be accepted and will receive a grade of zero. [This is standard for RHL courses.]  
[Enumerate other policies on missed or late assignments, and regrading of assessments.]

### *Academic Concessions*

If extenuating circumstances arise, please contact the RHL Graduate School program office as early as reasonably possible, and submit an [Academic Concession Request & Declaration Form](#). If an academic concession is granted during the course, the student will be provided options by RHL, or by the instructor in consultation with RHL, per [UBC's policy on Academic Concession](#).

### *Other Course Policies and Resources*

[Include the following policies and resources as appropriate.

- Policies on assessment due prior to students joining the course (i.e., during the add/drop period).

[Note that course policies must be reasonable and fair. For example, it is not reasonable to award zero to a student who missed an assignment due to registering into the class during the add/drop period. Policies cannot be punitive; only UBC's President is authorized to impose discipline, and only after a

finding of misconduct. For example, a grade deduction of 10% of the course grade for poor contribution to a group project when the student's group members would have each earned 7% would be considered punitive. Unreasonable or punitive policies are appealable to the Dean's Office and the Senate's Committee on Appeals on Academic Standing.]

## POLICIES APPLICABLE TO COURSES IN THE ROBERT H. LEE GRADUATE SCHOOL

### *Attendance*

Excepting extenuating circumstances, students are expected to attend 100% of their scheduled class hours. Absent students limit their own academic potential, and that of their classmates, and cause unnecessary disruption to the learning environment. Students missing more than 20% of the total scheduled class hours for a course (including classes held during the add/drop period) without having received an academic concession will be withdrawn from that course. Withdrawals, depending on timing, could result in a "W" or an "F" standing on the transcript.

### *Use of Artificial Intelligence*

#### **Generative AI (Including ChatGPT) Not Permitted**

Any work submitted must be your own original work, written without outside assistance or collaboration. Any use of generative artificial intelligence (AI), including ChatGPT, is not permitted and constitutes academic misconduct. Any student suspected of submitting work that includes AI generated content may be asked for preliminary work or other materials to evidence the student's original and unaided authorship. The student may also be asked to separately explain or support their work. AI identification methods may also be employed by the instructor. After review, if it is determined by the instructor that submitted work likely contains AI generated content, the work may receive a zero and may be subject to further misconduct measures set out in the [UBC Academic Calendar](#).

### *Punctuality*

Students are expected to arrive for classes and activities on time and fully prepared to engage. Late arrivals may be refused entry at the discretion of the instructor or activity lead. Students arriving later than halfway through a scheduled class will be treated as absent for that class.

### *Electronic Devices*

Devices such as laptops, tablets, and cell phones are not permitted to be used in class unless directed by the instructor for in-class activities. Students who do not follow the School's policy in this regard may be required to leave the room for the remainder of the class, so that they do not distract others. Research shows that students' use of laptops in class has negative implications for the learning environment, including reducing their own grades and the grades of those sitting around them.

### *Citation Style*

Please use the American Psychological Association (APA) reference style to cite your sources.

Details of the above policies and other RHL Policies are available at:

<http://www.calendar.ubc.ca/vancouver/index.cfm?tree=12,199,506,1625>

#### UNIVERSITY POLICIES AND RESOURCES [DO NOT MODIFY THIS PARAGRAPH]

UBC provides resources to support student learning and to maintain healthy lifestyles but recognizes that sometimes crises arise and so there are additional resources to access including those for survivors of sexual violence. UBC values respect for the person and ideas of all members of the academic community. Harassment and discrimination are not tolerated nor is suppression of academic freedom. UBC provides appropriate accommodation for students with disabilities and for religious observances. UBC values academic honesty and students are expected to acknowledge the ideas generated by others and to uphold the highest academic standards in all of their actions. Details of the policies and how to access support are available on the UBC Senate website at <https://senate.ubc.ca/policies-resourcesupport-student-success>.

#### *Respect for Equity, Diversity, and Inclusion*

The UBC Sauder School of Business strives to promote an intellectual community that is enhanced by diversity along various dimensions including status as a First Nation, Metis, Inuit, or Indigenous person, race, ethnicity, gender identity, sexual orientation, religion, political beliefs, social class, and/or disability. It is critical that students from diverse backgrounds and perspectives be valued in and well-served by their courses. Furthermore, the diversity that students bring to the classroom should be viewed as a resource, benefit, and source of strength for your learning experience. It is expected that all students and members of our community conduct themselves with empathy and respect for others.

#### *Academic Integrity*

The academic enterprise is founded on honesty, civility, and integrity. As members of this enterprise, all students are expected to know, understand, and follow the codes of conduct regarding academic integrity. At the most basic level, this means submitting only original work done by you and acknowledging all sources of information or ideas and attributing them to others as required. This also means you should not cheat, copy, or mislead others about what is your work. Violations of academic integrity (i.e., misconduct) lead to the breakdown of the academic enterprise, and therefore serious consequences arise and harsh sanctions are imposed. For example, incidences of plagiarism or cheating may result in a mark of zero on the assignment or exam and more serious consequences may apply if the matter is referred to the President's Advisory Committee on Student Discipline. Careful records are kept in order to monitor and prevent recurrences.

#### COPYRIGHT

All materials of this course (course handouts, lecture slides, assessments, course readings, etc.) are the intellectual property of the instructor or licensed to be used in this course by the copyright owner. Redistribution of these materials by any means without permission of the copyright holder(s) constitutes a breach of copyright and may lead to academic discipline and could be subject to legal action. Any lecture recordings are for the sole use of the instructor and students enrolled in the class. In no case may the lecture recording or part of the recording be used by students for any other purpose, either personal or commercial. Further, audio or video recording of classes are not permitted without

the prior consent of the instructor. Students may not share class Zoom links or invite others who are not registered to view sessions.

**ACKNOWLEDGEMENT**

UBC's Point Grey Campus is located on the traditional, ancestral, and unceded territory of the x<sup>w</sup>məθk<sup>w</sup>əyəm (Musqueam) people, who for millennia have passed on their culture, history, and traditions from one generation to the next on this site.

**COURSE SCHEDULE**

(Subject to change)

Class	Topic	Negotiations	Assessments due
Part 1	<b>Basic Negotiation Concepts</b>	Used Car 24/7	Negotiations to be completed and journal filled in
Part 2	<b>Distributive Bargaining</b>	New Car Coffee Contract	Negotiations to be completed and journal filled in
Part 3	<b>Power and Influence?</b>	Smart Health Salary	Negotiations to be completed and journal filled in
Part 4	<b>Group Negotiations</b>	Bullard Homes What's In a Name	Negotiations to be completed and journal filled in
Part 5	<b>Special Negotiation Topics Multi-Party, Culture and International</b>	International Covid Housemates	Negotiations to be completed and journal filled in