

University of Waterloo
Department of Psychology
PSYCH 439
Negotiation in the Workplace
Winter 2016
Thursdays 11:30-2:30 in PAS 1129

Instructor Information

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Please include “Psych 439” in the subject line of all course related emails. I encourage you to ask me questions in class, come to my office hours, and offer constructive feedback about the course.

Purpose

Psych 439, Negotiation in the Workplace, is an applied psychology course for advanced Psych Majors, HRM students, and other students by permission of the instructor. The purpose of Psych 439 is to introduce you to the theories and processes of interdependent decision making and conflict management relevant to a work context. The course will cover a broad spectrum of negotiation situations faced by HR professionals, general managers, and employees working on teams or with others.

This course helps students master theory and develop skills by tackling one aspect of the negotiation literature and its application each week. We address each topic experientially by 1) preparing for and simulating a variety of negotiations and 2) analyzing students’ negotiation strategies and outcomes. Almost all exercises require preparation in advance; some require students to prepare outside of class as a team. ***Attendance in this class is mandatory.*** Students are expected to be fully prepared to negotiate at the start of class and to participate in the debriefings.

Students’ experiences are integrated with negotiation theory in a weekly debrief discussion. Students share the results of their negotiations and discuss why some strategies worked and others didn’t. This course offers an opportunity students won’t find in real world negotiations: to see both the other side’s outcome and the outcomes of others in your same role. The debriefings provide a unique environment for to delve into what happened at the negotiation table and why. Readings complement the classroom experience and reinforce key messages from the debrief sessions.

Objectives: Upon completion of the course students will be able to:

- understand the fundamentals of negotiation and conflict management theory
- identify the psychological processes underlying negotiation dynamics
- analyze negotiation situations to develop an effective approach
- identify personal strengths to negotiate effectively in a variety of contexts
- communicate effectively using a variety of strategies in workplace negotiation and conflict situations

Course Requirements and Grading Summary

| Assessment | Dates | Components | Weighting |
|---------------------|----------|--|-----------|
| Class Participation | Thruout | Attendance & participation in class (10%) Weekly planning documents (5%) Weekly peer feedback (5%) | 20% |
| Midterm Tests | Feb 11 | In class, Covers Chs 1-6 | 20% |
| | March 24 | In class, Covers Chs 7-11 | 20% |
| Paper Clip Project | Thruout | On-line group discussions (5%) | 40% |
| | | Presentation (10%) | |
| | | Paper (25%) | |
| | | | Max 100% |

Course Materials

- **Textbook:** Lewicki et al. *Essentials of Negotiation, Canadian Version*. ***You are to read assignments after class, unless otherwise noted.***
- **Cases:** Our negotiation cases come from a variety of sources. Some of these I have written; others are provided by Kellogg's Dispute Resolution Research Center and Harvard's Program on Negotiation. There is a usage fee for Kellogg's and Harvard's exercises as well as a cost to copy all case materials. ***Course fees to cover the costs of cases are approximately \$50. The instructor will let you know the exact amount to be paid by cheque to the instructor, Wendi Adair. If fees are not paid by the last day of class, a hold will be placed on access to student marks.***
- **Research Articles:** In this applied psychology course, we focus on the practical application of negotiation concepts and theories in the workplace. As such, we will not read and analyze journal articles as in a research seminar. However, students may wish to read the original research and are encouraged to do so. If there is a particular concept or theory that interests you, the reference section in your textbook is an excellent place to start. If you are looking for more references, please see the instructor for an additional reading list.

Course Website (LEARN)

Lecture slides, course dates, announcements, and any additional course materials will be posted on LEARN (<https://learn.uwaterloo.ca>). Any changes to the schedule of lectures and assigned readings will be posted on LEARN. It is students' responsibility to check LEARN and their official university email address regularly for course updates.

Course Requirements & Grading

Participation (20%)

There are three components to your class participation grade: attendance & participation in class discussion, weekly planning documents, and weekly peer feedback. Each component is described below.

Attendance & Participation in Class (10%). You are expected to attend class, come prepared, and participate in all negotiation exercises.

Late Arrival: Negotiations take place during the first part of the class. If you are not present when negotiations begin, I will assume that you will not be attending class and I will reassign your negotiation partner. This will count as an unexcused absence.

Unexcused Absence: You may miss one negotiation exercise without penalty if you notify me in advance (24 hours). Each miss beyond the one excused miss results in a penalty of 1% off of your 10% Attendance and Participation grade. Failure to contact me (even if this is your first miss) will result in a 1% penalty. Coming to class unprepared will also count as an unexcused absence, resulting in a 1% penalty.

Professionalism: All negotiation exercises are cases based on real world negotiations. You are expected to:

- Treat the exercise and your counterpart as seriously as you would outside the classroom in a real world negotiation
- Try to do your best
- Consider the consequences of your actions within the guidelines of the exercise and in actual professional situations

Participation in Class Discussion: You will be evaluated on the quality (not quantity) of your contributions and insights. Quality comments:

- Offer a unique and relevant perspective.
- Contribute to moving the discussion and analysis forward.
- Build on others' comments.
- Include evidence, demonstrate recognition of basic concepts and reflective thinking.

Each student will be evaluated on a weekly basis and will be assigned a categorical mark: 0 = did not attend class, 1 = attended class but did not participate, 2 = attended class and participated at an average, expected level, 3 = attended class and participated at an exceptional level.

Planning Documents (5%). In our second session, we will discuss effective negotiation planning strategies. You will then create your own planning document as you prepare outside of class for all subsequent cases. Bring your planning document to class for your own use (hard or soft copy) during the negotiation.

As evidence of your preparation, you are required to upload your planning document for each case to Learn prior to our class meeting. Failure to submit a planning document before negotiation will be considered lack of preparation and your negotiation partner may be reassigned to work with another student so their learning experience is not negatively impacted. This will count as an unexcused absence (see attendance policy above).

Late Planning Documents will not be accepted.

Peer Feedback (5%). Following each negotiation, students will complete a brief post-negotiation survey about their experience. At the end of the term, students will receive the anonymous aggregate data from these surveys as feedback when we discuss the concepts of negotiator style and reputation.

Midterms in class February 11 & March 24 (20% each)

We will have two in-class midterms on February 11 and March 24. The tests will be closed book and will consist of both multiple choice and short answer questions. The tests will focus on your

understanding of the terminology, concepts, and processes covered to date in the course. You will not be expected to remember details of the cases we negotiated in class. You will be expected to apply the concepts to hypothetical scenarios or real world cases.

Paper Clip Project (40%)

During the term, you will engage in a series of trade negotiations outside of class. The project will be introduced in class in the third week of the term. You will be provided a template for tracking each negotiation experience. You must complete a minimum of 6 trades over the course of the term, and you must use at least 3 different strategies. The project components that will be graded include:

On-Line Group Discussion (Weekly throughout course) (5%). Post and get feedback from you group on your plans, strategies, and trades. Instructor will monitor for level of engagement and quality of questions and suggestions offered to teammates.

Video Presentation (Due March 28, 9:00 pm) (10%). Five minute video analyzing your most interesting trade experience and showing your final results, posted to Learn.

Final Paper (Due April 7, 5:00 pm) (25%). Five page paper analyzing your trading experience, integrating concepts from the textbook and class discussion. Please include your trade log as an appendix.

Course Policies

Late Submissions. Late Planning Documents will not be accepted. Late submissions of the video presentation and final paper will incur a 2% penalty per day late. Example: For a paper due at 5:00 pm on April 7, a submission at 8:00 pm on April 7 will result in -2% of the possible 25% earned for the paper. A submission at 5:30 on April 8 will result in -4% of the possible 25% earned for the paper.

Absence. This class has mandatory attendance. You may miss one negotiation exercise without penalty if you notify me in advance (at least 24 hours in advance). Each miss beyond the one excused miss results in a penalty of 1% off of your 10% Attendance and Participation grade. Failure to contact me (even if this is your first miss) will result in a 1% penalty. Coming to class unprepared or late will also count as an unexcused absence, resulting in a 1% penalty.

Missed midterm. A make-up will be offered for students who miss an in-class midterm due to a documented illness. Students who miss a midterm due to a personal conflict related to work, extracurricular activities, or other class commitments may petition in advance (one week's notice required) to count the other midterm for 40% of the grade. The final decision will be at the instructor's discretion.

Course Schedule - Detail

| Date | Due by start of class (upload to <u>Learn</u> <u>dropbox unless</u> <u>indicated otherwise</u>) | Topic & In-class Activities | Read After Class | On-Line Group Discussion: Paper Clip Project |
|-------------|--|--|-------------------------|---|
| Jan 7 | | Course overview Distributive Negotiation Case: Biopharm-Seltek | Chapters 1 & 2 | |

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|---------|---|---|--|------------|
| Jan 14 | | Integrative Negotiation Case: Blue Buggy Case Negotiation Planning | Chapters 3 & 4 | |
| Jan 21 | New Recruit Planning Doc | Negotiation Structure Case: New Recruit Introduce Paper Clip Project | Chapters 5 & 6 | Trades 1-3 |
| Jan 28 | Cartoon Planning Doc | Complex Negotiation Case: Cartoon | 2 <i>Negotiation Journal Papers</i> (posted on Learn) | |
| Feb 4 | Virtual Victorian: 1/31 9:00 pm: <i>Upload PlanDoc</i> 2/1 9:00am – 2/3 5:00 pm: Negotiate on-line | Virtual Victorian Debrief Negotiation Measurement & Design Diagnostic Quiz | Catch-up and study for midterm | |
| Feb 11 | | Midterm #1 | Chapters 1-6 | Trades 4-6 |
| Feb 18 | | WINTER BREAK | | |
| Feb 25 | Federated Science Planning | Power and Influence Case: Federated Science | Chapter 7 | |
| Mar 3 | Summer Interns Planning | Dispute Resolution Case: Summer Interns | Chapter 8 | |
| Mar 10 | Where's Alvin Planning | Negotiation Ethics Case: Where's Alvin | Chapter 9 | Trades 7-9 |
| Mar 17 | Alpha Beta Planning | International Negotiations Case: Alpha Beta | Chapters 10-11 | |
| Mar 24 | | Midterm #2 | Chapters 7-11 | |
| Mar 31 | Paper Clip project 3/28 9:00 pm upload video (max. 5 min) 3/29 view videos 3/30 12 noon: vote | Wrap-up Reputation in Negotiation Class Awards | | |
| April 7 | | Final Paper Due by 5:00 pm | | |

University Notes and Guidelines

Academic Integrity

Academic Integrity: In order to maintain a culture of academic integrity, members of the University of Waterloo are expected to promote honesty, trust, fairness, respect and responsibility.

Discipline: A student is expected to know what constitutes academic integrity, to avoid committing academic offences, and to take responsibility for his/her actions. A student who is unsure whether an action constitutes an offence, or who needs help in learning how to avoid offences (e.g., plagiarism, cheating) or about “rules” for group work/collaboration should seek guidance from the course professor, academic advisor, or the Undergraduate Associate Dean. When misconduct has been found to have occurred, disciplinary penalties will be imposed under Policy 71 – Student Discipline. For information on categories of offenses and types of penalties, students should refer to [Policy 71 - Student Discipline](#).

Grievance: A student who believes that a decision affecting some aspect of his/her university life has been unfair or unreasonable may have grounds for initiating a grievance. Read [Policy 70 - Student Petitions and Grievances](#), Section 4.

Appeals: A student may appeal the finding and/or penalty in a decision made under Policy 70 - Student Petitions and Grievances (other than regarding a petition) or Policy 71 - Student Discipline if a ground for an appeal can be established. Read [Policy 72 - Student Appeals](#).

Other sources of information for students:

[Academic Integrity website \(Arts\)](#)

[Academic Integrity Office \(UWaterloo\)](#)

Accommodation for Students with Disabilities

Note for students with disabilities: The [AccessAbility Services](#) office, located on the first floor of the Needles Hall extension (1401), collaborates with all academic departments to arrange appropriate accommodations for students with disabilities without compromising the academic integrity of the curriculum. If you require academic accommodations to lessen the impact of your disability, please register with the AS office at the beginning of each academic term.

Students requesting accommodation for course requirements (assignments, midterm tests, final exams, etc.) due to illness should do the following:

seek medical treatment as soon as possible and obtain a completed uWaterloo

[Verification of Illness Form](#)

submit that form to the instructor within 48 hours.

(is possible) inform the instructor by the due date for the course requirement that you will be unable to meet the deadline and that documentation will be forthcoming.

In the case of a missed final exam, the instructor and student will negotiate an extension for the final exam which will typically be written as soon as possible, but no later than the next offering of the course.

In the case of a missed assignment deadline, midterm test, or quiz, the instructor will either:

1. waive the course component and re-weight remaining term work as he/she deems fit according to circumstances and the goals of the course, or
2. provide an extension.

In the case of bereavement, the instructor will provide similar accommodations to those for illness. Appropriate documentation to support the request will be required.

Students who are experiencing extenuating circumstances should also inform their academic advisors regarding their personal difficulties.

Official version of the course outline

If there is a discrepancy between the hard copy outline (i.e., if students were provided with a hard copy at the first class) and the outline posted on LEARN, the outline on LEARN will be deemed the official version. Outlines on LEARN may change as instructors develop a course, but they become final as of the first class meeting for the term.

Cross-listed course (Note: only need to include this if your course is cross-listed)

Please note that a cross-listed course will count in all respective averages no matter under which rubric it has been taken. For example, a PHIL/PSYCH cross-list will count in the Philosophy major average, even if the course was taken under the Psychology rubric.