

Syllabus

SCHOOL OF BUSINESS AND MANAGEMENT

PM 444: Negotiation and Competitive Decision Making

5 Credits

Effective: Spring 2020/2021

Access to the Internet is required.

All written assignments must be in Microsoft-Word-compatible formats.

See the library's APA Style Guide tutorial for a list of resources that can help you use APA style.

FACULTY

Faculty Name: FACULTY NAME

Contact Information: CONTACT INFORMATION

[INSTRUCTOR MAY INSERT PERSONAL MESSAGE IF DESIRED]

COURSE DESCRIPTION

The course will explore concepts and skills of complex negotiations in greater depth while concentrating on refining managerial decision making to achieve better results in a variety of competitive environments. The primary focus of this course is to provide vital tools for formulating a productive, effective approach to negotiation and deal-making with a focus on procurement. Students will learn to use analytical decision-making approaches to craft both competitive and cooperative business strategies, develop interpersonal effectiveness at the table, and engineer agreements to create value.

COURSE RESOURCES

Required and recommended resources to complete coursework and assignments are found on the course [Reading List](#). The reading list can be found under *Course Information* in Blackboard as well as from the library homepage (“Find Your Textbook” button).

Note: Required resources that must be purchased by the student are tagged “Purchase from a vendor of your choosing.” Required resources with a direct link, “Available through CityU Library”, are available electronically at no cost to students.

Students in Canada may purchase course resources from the [Canada Bookstore](#), and students outside the U.S. and Canada should contact their advisor or textbook coordinator for additional information.

CITYU LEARNING GOALS

This course supports the following City University learning goals:

- Critical thinking and information literacy

COURSE OUTCOMES

In this course, learners:

- Apply analytical methods, tools, and techniques to understand and manage the behavior of individuals, groups and organizations in competitive situations.
- Develop a broad intellectual understanding of a set of central concepts in negotiation.
- Justify proposed solutions and strategic positioning at the negotiation table.
- Appraise negotiation impacts on the organization.

CORE CONCEPTS, KNOWLEDGE, AND SKILLS

- The Nature of Negotiation
- Distributive Negotiation
- Integrative Bargaining
- Planning and Strategy
- Ethics, Emotion, Cognition
- Communication, Power, Influence
- PM Contract Types and Negotiation
- Multiparty Negotiation
- Negotiation in PM Procurement Process
- International and Cross-Cultural Negotiations

OVERVIEW OF COURSE GRADING

The grades earned for the course will be derived using City University of Seattle's decimal grading system, based on the following:

<i>Overview of Required Assignments</i>	<i>% of Final Grade</i>
Instructor Determined Assignments and Activities	20%
Mini-Case Studies (2) – Individual	50%
Case Study (Team) - Paper, Presentation, and Group Evaluation	30%
TOTAL	100%

SPECIFICS OF COURSE ASSIGNMENTS

The instructor will provide grading rubrics that will provide more detail as to how this assignment will be graded.

Instructor Determined Assignments and Activities

Whether in class, online, or in a mixed mode setting, students will be graded on their participation in classroom discussions; their ability to present, explain, or defend alternative viewpoints; and the degree to which they have mastered the concepts and principles inherent in the study of business management. Written work will be assessed not only on relevance to the subject presented, but also on adherence to good written form, APA style, and professional presentation. The instructor may also choose to create additional activities to support learning in the classroom or online.

<i>Components</i>	<i>% of Grade</i>
Engagement	100%
TOTAL	100%

Mini-Case Studies (2) – Individual

The instructor will provide two (2) mini-cases to students throughout the quarter. The cases are designed to encourage students to apply analytical concepts and frameworks to analyze various negotiation scenarios and develop relevant solutions and/or action plans. The cases will challenge students' understanding and application of key concepts, such as Strategy and Tactics of Integrative Negotiation,

Ethics in Negotiation, Negotiation in PM Procurement Process, Communication, Power, and Influence, and Multiparty Negotiation. A different case will be utilized each quarter; therefore, requirements for each case will vary depending upon the nature of the scenario of interest. **Accordingly, specific instructions and set of requirements (e.g., format, references, and page count) will be included in the description of each case.**

<i>Components</i>	<i>% of Grade</i>
Analysis	75%
APA style (citations/reference list)	10%
Style and Mechanics	15%
TOTAL	100%

Case Study (Team) - Paper, Presentation, and Group Evaluation

A final paper is required, along with a class slide presentation of that paper. The paper should contain about 8-10 pages of focused, thoughtful, and insightful analysis, in addition to the few pages necessary to describe the situation or setting. The maximum length for the paper is ten pages of 12 point, double-spaced text. For this assignment, the team should analyze either a recent or historical negotiation situation of interest, by drawing on publicly available documents. This should be a negotiation that has already been concluded or will be concluded by the time the assignment has completed. It should also be sufficiently complex to allow enough material to demonstrate the ability to apply the many principles and techniques from the course to provide meaningful insight into what occurred. APA writing conventions should be followed with a minimum of two (2) sources referenced outside of required course resources and cited.

Please turn in a paragraph of your topic for approval and feedback by Week 5.

The paper should typically begin with a couple pages to set up and describe the situation. Such papers then CONCENTRATE ON ANALYSIS. What were the parties' interests, what went wrong/well, why? What could have been done differently? How was the process linked to the outcome?

Each team member will evaluate their peers work effort on this assignment. Grades are subject to change based on peer evaluation and instructor discretion.

<i>Components</i>	<i>% of Grade</i>
Oral Presentation	20%
Critical Analysis	40%
APA style (citations/reference list)	10%
Style and Mechanics	10%
Peer Evaluation	10%
Visual Design	10%
TOTAL	100%

COURSE POLICIES

Late Assignments

A critical aspect of management is to meet predefined deadlines. Therefore, all assignments are expected to be submitted when due. No late assignments are accepted. Life-situations do occur. When an issue

arises coordinate with the instructor PRIOR TO the assignment's due date and the due date may be adjusted. It is in the best interest of the student to ensure that all assignments are submitted on time.

Participation

Class participation will be evaluated during class. Participation includes being prepared for class discussions and contributing meaningful content when appropriate. It also includes individual effort contributed to team projects.

Professional Writing

Assignments require error-free writing that uses standard English conventions and logical flow of organization to address topics clearly, completely, and concisely. CityU requires the use of APA style.

UNIVERSITY POLICIES

Students are responsible for understanding and adhering to all of City University of Seattle's academic policies. The most current versions of these policies can be found in the [University Catalog](#) that is linked from the CityU Web site.

Antidiscrimination

City University of Seattle and its staff and faculty are committed to supporting our students. We value equity, diversity, and inclusion as a way of life as well as the educational opportunities it provides. CityU will not tolerate any form of discrimination based on race, color, ethnicity, sexual orientation, gender identification, socioeconomic status, or religious values. If you have experienced any discrimination based on any of the above, we encourage you to report this to the University. Please report this to your instructor. If you do not feel safe reporting this to your instructor, please report to the Provost or to the Vice President of Student Affairs.

Non-Discrimination & Prohibition of Sexual Harassment

City University of Seattle adheres to all federal, state, and local civil rights laws prohibiting discrimination in employment and education. The University is committed to ensuring that the education environment is bounded by standards of mutual respect and safety and is free from discriminatory practices.

In the U.S., the University is required by Title IX of the Education Amendments of 1972 to ensure that all of its education programs and activities do not discriminate on the basis of sex/gender. Sex include sex, sex stereotypes, gender identity, gender expression, sexual orientation, and pregnancy or parenting status. Sexual harassment, sexual assault, dating and domestic violence, and stalking are forms of sex discrimination, which are prohibited under Title IX and by City University of Seattle policy. City University of Seattle also prohibits retaliation against any person opposing discrimination or participating in any discrimination investigation or complaint process internal or external to the institution. Questions regarding Title IX, including its application and/or concerns about noncompliance, should be directed to the Title IX Coordinator. For a complete copy of the policy or for more information, visit <https://my.cityu.edu/titleix> or contact the Title IX Coordinator.

In Canada, in compliance with the British Columbia Human Rights Code, the Alberta Human Rights Act, WorksafeBC, and the Workers' Compensation Board of Alberta, the University believes that its environment should at all times be supportive and respectful of the dignity and self-esteem of individuals. Discrimination, harassment and bullying conduct, whether through person to person behaviour or via electronic communications such as email or social media is not acceptable and will not be tolerated. As an educational institution, it is our responsibility to cultivate an environment of excellence, equity, mutual respect and to recognize the value and potential of every individual. The University will take all necessary steps to meet or exceed the requirements of the law to prevent discrimination, harassment and bullying. The Respectful Workplace Policy for the prevention of discrimination, harassment and bullying policy and procedure can be found at <https://www.cityu.edu/discover-cityu/about-cityu/> under the Policies section or at <https://www.cityuniversity.ca/about/>.

Religious Accommodations

City University of Seattle has a policy for accommodation of student absences or significant hardship due to reasons of faith or conscience, or for organized religious activities. The University's policy, including more information about how to request an accommodation, is available in the University Catalog and on the my.cityu.edu student portal. Accommodations must be requested by the 20% mark of this course (e.g. day 14 of a ten-week course, day 7 of a 5-week course) using the Religious Accommodations Request Form found on the student dashboard in the my.cityu.edu student portal.

Academic Integrity

Academic integrity in students requires the pursuit of scholarly activity that is free from fraud, deception and unauthorized collaboration with other individuals. Students are responsible for understanding CityU's policy on academic integrity and adhering to its standards in meeting all course requirements. A complete copy of this policy can be found in the [University Catalog](#) under *Student Rights and Responsibilities* on the page titled *Academic Integrity Policy*.

Attendance

Students taking courses in any format at the University are expected to be diligent in their studies and to attend class regularly.

Regular class attendance is important in achieving learning outcomes in the course and may be a valid consideration in determining the final grade. For classes where a physical presence is required, a student has attended if they are present at any time during the class session. For online classes, a student has attended if they have posted or submitted an assignment. A complete copy of this policy can be in the [University Catalog](#) under *Student Rights and Responsibilities* on the page titled *Attendance*.

Final Assignment Due Date

Final assignments for each class at CityU must be due on or before the final date of the course as indicated in the university's course information system. Due dates that extend beyond the final date of the course may negatively impact tuition funding for students.

SUPPORT SERVICES

Disability Services Accommodations Statement

Students with a documented disability who wish to request academic accommodations are encouraged to contact Disability Support Services to discuss accommodation requests and eligibility requirements. Please contact Disability Support Services at disability@cityu.edu or 206.239.4752 or visit the [Disability Support Services](#) page in the my.cityu.edu portal. Confidentiality will be observed in all inquiries. Once approved, information about academic accommodations will be shared with course instructors.

Library Services

CityU librarians are available to help students find the resources and information they need to succeed in this course. Contact a CityU librarian through the [Ask a Librarian](#) service, or access [library resources and services online](#), 24 hours a day, seven days a week.

Smarthinking Tutoring

CityU students have access to free online tutoring offered through Smarthinking, including writing support, from certified tutors 24 hours a day, seven days a week. Contact CityU's Student Support Center at help@cityu.ed to request a user name and password.