



**Carleton**  
University

**Sprott**  
School of Business

**CARLETON UNIVERSITY  
SPROTT SCHOOL OF BUSINESS  
BUSI 3106 A  
FALL 2021  
MANAGING CONFLICT AND NEGOTIATION**

**Instructor: Asif Ali Rahman, Ph.D.**

**Office: TBD**

**Office Hours: By Appointment**

**Email: [asifrahman3@cunet.carleton.ca](mailto:asifrahman3@cunet.carleton.ca)**

**Phone Number: (306) 537-2481**

**Class: Tuesday (11:25 AM – 2:25 PM Minto Centre 2000)**

**Modality: In Person**

**Pre-requisites Courses:**

BUSI 2101, BUSI 2121, BUSI 2702, or PSYC 2801 with a grade of C- or higher. The School of Business enforces all prerequisites. It is the student's responsibility to ensure that the prerequisite requirements are met. Failure to meet the prerequisites may result in your deregistration from this course any time into the term.

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**Course Calendar description from the 2021/2022 University calendar:**

Analysis of the sources and forms of conflict and effective approaches to managing conflict. Exploration of the effectiveness of various strategies of negotiations.

**Course Description:**

Almost every transaction that we conduct with another individual is a negotiation. Negotiation refers to an interactive process that we participate in to advance individual or joint interests. We often use the same method of negotiation in our personal, professional,



business, and political worlds. As we learn in this course, negotiation, conflict resolution, and relationship management are complex processes. Successful practitioners possess and apply a blend of perceptual, persuasive, analytical, and interpersonal skills.

### **Learning Outcomes:**

After completing this course students should be able to:

1. Understand and manage the processes of negotiation and conflict management.
2. Understand and learn the essentials of negotiation, the mediation process, and dealing with difficult interactions.
3. Practice and learn the tools necessary to handle complex transactions involving negotiation, conflict resolution, and relationship management.

### **Reading(s)/Textbook(s)/Required Materials (incl. technical requirements, i.e., webcam):**

There is no prescribed text for this course. A list of readings and case studies have been compiled for this course. Most of the required readings are available through the “Library Reserves” section in cu-Learn (on the lower right-hand side of the course home page). Just below Library Reserves it will say “View course in Ares”; if you click on this, it will open up the reading list and you can access the readings.

### **Course Requirements & Methods of Evaluation (including due dates):**

Short Exam 1	10%
Short Exam 2	10%
Short Exam 3	10%
Short Exam 4	10%
Class Participation	30%
Final Presentations	30%
<b>Total</b>	<b>100%</b>

### **<sup>1</sup>Course Schedule:**

<b>Date</b>	<b>Agenda</b>	<b>Deliverables</b>
Sep. 14	<b>Introduction to Negotiation Analysis: Creating &amp; Claiming Value</b> Course Introduction Negotiation Analysis: An Introduction Learning to Negotiate	

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<sup>1</sup> The contents of this course schedule may change during the course of the semester. The instructor will communicate changes in lecture.

Sep. 21	<b>Two-Party Single-Issue Negotiation</b> <i>Negotiate Hamilton Real Estate</i> (Role Play Exercise)	
Sep. 28	<b>Crafting Strategy</b> Negotiating on Thin Ice: The 2004-2005 NHL Dispute (Harvard Case)	Short Exam 1
Oct. 5	<b>Negotiations and/or Auctions</b> Fairstar Heavy Transport (Harvard Case)	
Oct. 12	<b>Tactics, Deal-Crafting, and Moves Away from the Table</b> 3-D Negotiation: Playing the Whole Game (HBR)	
Oct. 19	<b>Coping with the Fog of Negotiation</b> Note on Maneuvering in War and Negotiation <i>In Class: Debrief Windham Negotiation</i>	Short Exam 2
Oct. 26	<b>Fall Break</b>	
Nov. 2	<b>Crafting Strategy for Complex Cases</b> Windham Negotiation (Role Play Exercise) <i>In Class: Complete Windham Negotiation</i>	
Nov. 9	<b>Negotiation Ethics</b> Negotiation Choices (HBR) How to Negotiate with a Liar (HBR)	
Nov. 16	<b>Implementing Strategy</b> When Yes is not enough (HBR)	Short Exam 3
Nov. 23	<b>Coordinating Internal and External Negotiation</b> Negotiating for Others: Whose Interests Come First? <i>In Class: Debrief Edgewood Electric Negotiation</i>	
Nov. 30	<b>Managing Negotiators/Negotiation Systems</b> Ecolab (Case Study) <i>In Class: Analyze Ecolab, Inc. with video</i>	
Dec. 7	<b>Course Review and Wrap-Up</b> Negotiation Advice: A Synopsis Background Note, 11 pages	Short Exam 4

**Contribution to Learning Goals of the Program [BCom](#), [BIB](#)):**

<b>Program Learning Goal</b>	<b>Competencies Not Covered</b>	<b>Competencies Introduced (only)</b>	<b>Competencies Taught But Not Assessed</b>	<b>Competencies Taught and Assessed</b>
<b>CHECK (X) ONE PER ROW</b>				
<b>BC1 Knowledge</b> <i>Graduates will be skilled in applying foundational business knowledge to appropriate business contexts.</i>				<b>X</b>
<b>BC2 Collaboration</b> <i>Graduates will be collaborative and effective contributors in team environments that respect the experience, expertise and interest of all members.</i>				<b>X</b>
<b>BC3 Critical Thinking</b> <i>Graduates will be discerning critical thinkers, able to discuss different viewpoints, challenge biases and assumptions, and draw conclusions based on analysis and evaluation.</i>				<b>X</b>
<b>BC4 Communication</b> <i>Graduates will be effective and persuasive in their communications.</i>				<b>X</b>
<b>BI5 Global Awareness (BIB ONLY)</b> <i>Graduates will be globally-minded.</i>				<b>X</b>

## ADDITIONAL INFORMATION

### Course Sharing Websites

Materials created for this course (including presentations and posted notes, labs, case studies, assignments and exams) remain the intellectual property of the author(s). They are intended for personal use and may not be reproduced or redistributed without prior written consent of the author(s).

### Required calculator in BUSI course examinations

If you are purchasing a calculator, we recommend any one of the following options: Texas Instruments BA II Plus (including Pro Model), Hewlett Packard HP 12C (including Platinum model), Staples Financial Calculator, Sharp EL-738C & Hewlett Packard HP 10bII

### Group work

The Sprott School of Business encourages group assignments in the school for several reasons. They provide you with opportunities to develop and enhance interpersonal, communication, leadership, follower-ship and other group skills. Group assignments are also good for learning integrative skills for putting together a complex task. Your professor may assign one or more group tasks/assignments/projects in this course. Before embarking on a specific problem as a group, it is your responsibility to ensure that the problem is meant to be a group assignment and not an individual one.

In accordance with the Carleton University Undergraduate Calendar (p 34), the letter grades assigned in this course will have the following percentage equivalents:

A+ = 90-100	B+ = 77-79	C+ = 67-69	D+ = 57-59
A = 85-89	B = 73-76	C = 63-66	D = 53-56
A - = 80-84	B - = 70-72	C - = 60-62	D - = 50-52
F = Below 50			

Grades entered by Registrar:

WDN = Withdrawn from the course

DEF = Deferred

### Academic Regulations

University rules regarding registration, withdrawal, appealing marks, and most anything else you might need to know can be found on the university's website, here:

<http://calendar.carleton.ca/undergrad/regulations/academicregulationsoftheuniversity/>

### Requests for Academic Accommodation

You may need special arrangements to meet your academic obligations during the term. For an accommodation request, the processes are as follows:

### Pregnancy obligation

Please contact your instructor with any requests for academic accommodation during the first two weeks of class, or as soon as possible after the need for accommodation is

known to exist. For more details, visit the Equity Services website:

**[carleton.ca/equity/wp-content/uploads/Student-Guide-to-Academic-Accommodation.pdf](https://carleton.ca/equity/wp-content/uploads/Student-Guide-to-Academic-Accommodation.pdf)**

### **Religious obligation**

Please contact your instructor with any requests for academic accommodation during the first two weeks of class, or as soon as possible after the need for accommodation is known to exist. For more details, visit the Equity Services website:

**[carleton.ca/equity/wp-content/uploads/Student-Guide-to-Academic-Accommodation.pdf](https://carleton.ca/equity/wp-content/uploads/Student-Guide-to-Academic-Accommodation.pdf)**

### **Academic Accommodations for Students with Disabilities**

If you have a documented disability requiring academic accommodations in this course, please contact the Paul Menton Centre for Students with Disabilities (PMC) at 613-520-6608 or [pmc@carleton.ca](mailto:pmc@carleton.ca) for a formal evaluation or contact your PMC coordinator to send your instructor your Letter of Accommodation at the beginning of the term. You must also contact the PMC no later than two weeks before the first in-class scheduled test or exam requiring accommodation (if applicable). After requesting accommodation from PMC, meet with your instructor as soon as possible to ensure accommodation arrangements are made. **[carleton.ca/pmc](https://carleton.ca/pmc)**

### **Survivors of Sexual Violence**

As a community, Carleton University is committed to maintaining a positive learning, working and living environment where sexual violence will not be tolerated, and its survivors are supported through academic accommodations as per Carleton's Sexual Violence Policy. For more information about the services available at the university and to obtain information about sexual violence and/or support, visit: **[carleton.ca/sexual-violence-support](https://carleton.ca/sexual-violence-support)**

### **Accommodation for Student Activities**

Carleton University recognizes the substantial benefits, both to the individual student and for the university, that result from a student participating in activities beyond the classroom experience. Reasonable accommodation must be provided to students who compete or perform at the national or international level. Please contact your instructor with any requests for academic accommodation during the first two weeks of class, or as soon as possible after the need for accommodation is known to exist.

**<https://carleton.ca/senate/wp-content/uploads/Accommodation-for-Student-Activities-1.pdf>**

For more information on academic accommodation, please contact the departmental administrator or visit: **[students.carleton.ca/course-outline](https://students.carleton.ca/course-outline)**

### **Academic Integrity**

Violations of academic integrity are a serious academic offence. Violations of academic integrity – presenting another's ideas, arguments, words or images as your own, using unauthorized material, misrepresentation, fabricating or misrepresenting research data,

unauthorized co-operation or collaboration or completing work for another student – weaken the quality of the degree and will not be tolerated.

Process: If an alleged violation occurs, all relevant documentation will be forwarded to the Dean. If the allegation proves true, the penalties may include; a grade of Failure on the submitted work and/or course; academic probation; a refusal of permission to continue or to register in a specific degree program; suspension from full-time studies; suspension from all studies at Carleton; expulsion from Carleton, amongst others. **For a first offence, at a minimum, the penalty assigned will normally be a zero on the submitted work and at least a minimum full grade reduction of the final course grade. For a second offence, at a minimum, the penalty assigned will normally lead to a suspension from studies.**

Students are expected to familiarize themselves with and follow the Carleton University Student Academic Integrity Policy which is available, along with resources for compliance at: <https://carleton.ca/registrar/academic-integrity/>.

### **Sprott Student Services**

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The Sprott Undergraduate Student Services Office offers program advising and overall student success support. Our team is available to discuss your academic goals and your program progression plans. We can also work with you to develop strategies for success, including study skills for Business. If you experience any difficulty this term or if you would like to access support, please contact our team at [bcom@sprott.carleton.ca](mailto:bcom@sprott.carleton.ca) or at [bib@sprott.carleton.ca](mailto:bib@sprott.carleton.ca).

### **Centre for Student Academic Support**

The Centre for Student Academic Support (CSAS) is a centralized collection of learning support services designed to help students achieve their goals and improve their learning both inside and outside the classroom. CSAS offers academic assistance with course content, academic writing and skills development. Visit CSAS on the 4th floor of MacOdrum Library or online at: [carleton.ca/csas](http://carleton.ca/csas).

### **Important Information:**

- Students must always retain a hard copy of all work that is submitted.
  - All final grades are subject to the Dean's approval.
  - For us to respond to your emails, we need to see your full name, CU ID, and the email must be written from your valid CARLETON address. Therefore, in order to respond to your inquiries, please send all email from your Carleton CMail account. If you do not have or have yet to activate this account, you may wish to do so by visiting **<https://carleton.ca/its/get-started/new-students-2/>**
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