



MGMT 5111A
Conflict and Negotiation
Winter 2 2024

Instructor: Dr. Rebecca Jaremko Bromwich

Email: Rebecca.Bromwich@Carleton.ca

Office Hours: by appointment

Class Meeting: Mondays 6:05 – 8:55 PM

Course Calendar Description:

Conflict, negotiation, and bargaining. The bargaining process, conflict handling and how to analyze, plan and implement successful negotiations. Management and labour objectives and strategies that lead to conflict.

Course Description:

This course provides a space for exploration of theories and research relating to bargaining and negotiation in a range of professional contexts. Students will have opportunities to practice and develop bargaining and negotiation skills in business, employment, and public disputes involving regulatory approvals and community stakeholder negotiations. By the end of the course, students will be able to:

Course Learning Objectives:

1. · Demonstrate an ability to understand and critically evaluate popular theoretical understandings, of negotiation and bargaining.
2. · Produce scholarly work that engages with a variety of disciplinary perspectives on negotiation and bargaining as forms of conflict resolution.
3. · Critically understand influences and impacts of intersecting dimensions of power and social location (such as race, gender, socio-economic status, religion, sexuality etc.) on bargaining and negotiation tactics, strategies, and outcomes.
4. · Effectively perform appropriate conflict resolution skills and techniques in the context of simulated bargaining and negotiation role plays.

Course Prerequisites: MGMT 5100

Required Materials: Bromwich, Rebecca and Harrison, Thomas, *Negotiation and Conflict Resolution in Criminal Practice: A Handbook* (Toronto: Canadian Scholars Press: 2019).

Fisher, R., Patton, B., & Ury, W. *Getting to Yes: Negotiating Agreement Without Giving In* (Rev. ed.). (New York: Penguin Books, 2011)

Drop Course Policy: The deadline for academic withdrawal is **March 15** for late-winter courses.

Grading Scheme:

Paper	40%
Due: April 12	
Simulation Participation	20%
Due: April 12	
Final Group Project	40%
Due: April 19	
TOTAL	100%

Each component of your grade will be assigned a percentage score. Your final course grade will be a weighted average of each of these components.

Term Paper:

Individually, students will produce and submit a research paper on a topic relating to conflict and negotiation. A rubric and more detailed instructions will be posted on CU Learn. Papers are due before midnight on the final day of class. All papers are to be submitted online.

Group Project:

In groups, students will present an analysis of a historical negotiation. Details of this project will be distributed online and discussed during the first week of class. Presentations will take place on the final week of class.

Marks will be based on the following:

- depth and breadth of understanding of the topic;
- quality and creativity of the presentation design, including materials and execution;

- relevance to the workplace; and,
- extent to which class is engaged

Simulation Participation:

Class participation, especially in negotiation simulations, is imperative in this class. Students will be evaluated on their participation. Evaluation will be done through a combination of the Instructor's observation and students' self evaluation. Details of the self-evaluation will be posted online.

Late Assignments:

To ensure fairness for all students, penalties will be applied to late assignments: Failure to submit an assignment on time will result in an initial penalty of five (5) percentage points, followed by an additional (2) percentage points per day thereafter. For example, an assignment that would normally merit a grade of 80% would receive a grade of 75% if submitted after the deadline on the due date, 73% if submitted the following day, and so on. Requests for extension will be considered in cases of illness, family emergency, or other exceptional circumstances.

Final exam date:

Please note there is no scheduled final exam in this class. Evaluated items are due before midnight on the last day of class.

Preparation and participation:

You are responsible for the learning environment in this course. This is a seminar style course in which students prepare in advance for class, take the lead in discussions, and fully participate in group work and simulations. I, as your instructor, play the role of facilitator, setting out some learning goals and helping you, through structured questions and occasionally filling in gaps. You are expected to read assigned material before coming to class. You will take turns in helping to lead the discussion. You will be actively engaged in simulations, and a key part of your learning will be through your reflection on what is happening in class, and relating the class discussions and simulations to assigned readings. Everyone is expected to participate on a regular basis, and attendance in class is very important. Only by participation in class discussions combined with advanced preparation can you expect to obtain maximum benefits from the course.

Communication with Instructor:

Students with questions or problems during the term are encouraged to make an appointment with the Instructor. It is most effective to communicate with the instructor by e-mail. When you do, please send from your Carleton account, and always put "MGMT 5111" in the subject line. The Instructor will respond to e-mails within 3 to 4 days.

Missed assignments:

All items of evaluation must be submitted for a student to obtain a passing grade. Students must communicate with the Instructor should they require accommodations for any late assignments. Permission may be granted when the absence is supported by a medical certificate and or appropriate document/s to support the reason for the deferral.

Contribution to Program Learning Goals ([MBA](#)):

MBA Learning Goal	Not Covered	Introduced	Taught but Not Assessed	Taught and Assessed
MB1 Leadership and Collaboration <i>Graduates will be equipped for leadership and collaboration.</i>				✓
MB2 Communication <i>Graduates will be effective communicators</i>				✓
MB3 Critical Thinking and Problem Solving <i>Graduates will be skilled in critical thinking and problem solving.</i>				✓
MB4 Functional Knowledge <i>Graduates will have functional knowledge of all areas of business.</i>			✓	
MB5 Global Business <i>Graduates will have an appreciation of the global environment of business.</i>			✓	
MB6 Ethical Reasoning <i>Graduates will be skilled in ethical reasoning and decision-making.</i>				✓

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).

Recommended Calculator for 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. They provide you with opportunities to develop and enhance interpersonal, communication, leadership, followership and other group skills. Group assignments are also an effective way to learn integrative skills for putting together a complex task. Your professor may assign one or more group tasks, assignments, or 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.

Peer Evaluation for Group Work

To deter social loafing and ensure fairness in grading, you will be asked to assess the contribution of your fellow group members. This information will be used when assigning the grade for the final project. The procedure is as follows: Each student should take 100 points and allocate those points to the various members of the group (including him/her/themselves) to reflect the contributions made by each member. For instance, if there are four members in a group and everyone contributed equally, each individual would receive 25 points. Conversely, if an individual contributed relatively little, the remaining group members might allocate few points to that member. To ensure that these peer evaluation scores are reasonable and free from personal bias, you will be asked to provide a detailed written explanation for your point allocation.

Letter Grades:

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	F = Below 50
A = 85-89	B = 73-76	C = 63-66	D = 53-56	
A - = 80-84	B - = 70-72	C - = 60-62	D - = 50-52	

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:

<https://calendar.carleton.ca/grad/gradregulations/>

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**

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: <https://carleton.ca/equity/wp-content/uploads/Student-Guide-to-Academic-Accommodation.pdf>

- **Religious Obligations**

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: <https://carleton.ca/equity/wp-content/uploads/Student-Guide-to-Academic-Accommodation.pdf>

- **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 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. <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: <https://carleton.ca/sexual-violence-support/>

- **Student Activities**

Carleton University recognizes the substantial benefits, to both the individual student and the university, that result from participating in activities beyond the classroom experience. Reasonable accommodation will 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:

<https://students.carleton.ca/course-outline/>

Academic Integrity:

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—are a serious academic offence, weaken the quality of the degree, and will not be tolerated. 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. 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/>

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: <https://carleton.ca/csas/>

Other 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 can do so by visiting <https://carleton.ca/its/get-started/new-students-2/>

COURSE SCHEDULE

Week 1 - March 4

Course Introduction

- · Conflict Basics
- · Personal Conflict Style

Pre-class Prep

* Complete online conflict style quiz posted

Week 2 – March 11

Effective Negotiation

Bromwich & Harrison Chapter 1 Fisher & Ury pps. 1-26

Week 3 – March 18

Industrial Relations

Bromwich & Harrison Chapter 3 Fisher & Ury pp. 40-92

Week 4 – March 25

· Intergroup Conflict

Bromwich & Harrison Chapter 4

Week 5 – April 1

Constructive Conflict Resolution . Mediation

Bromwich & Harrison Chapter 6

Week 6 – April 8

Presentations

Week 7 – April 15

Wrap Up
