



MBA 750: NEGOTIATIONS FOR MANAGEMENT (3 UNITS)

Online Section | May 12th to June 20th

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Office:	Zoom/Webex	Appointment:	Schedule Here
Office Hours: Sunday, Tuesday, Friday (and by appointment)			

COURSE DESCRIPTION

“Human beings are born solitary, but everywhere they are in chains - daisy chains - of interactivity. Social actions are makeshift forms, often courageous, sometimes ridiculous, always strange. And in a way, *every social action is a negotiation*, a compromise between 'his,' 'her' or 'their' wish and yours.”
– Andy Warhol

The truth is we negotiate every day – with employers, coworkers, roommates, landlords, parents, bosses, merchants, service providers, and others. Determining what price to pay for a new car, how much to name for a salary on a new job, what movie to watch with friends, and who will clean the kitchen, if you have a roommate: all of these are negotiations; all of these involve persuasion.

Although negotiations are ubiquitous, many of us know little about the strategy and psychology underlying them. Negotiation is the art and science of securing agreements between two or more parties, who are interdependent and seeking to maximize their outcomes. This course provides the opportunity to develop your negotiation skills through completing a series of readings, simulation exercises, video lectures, and feedback. Together, we will engage in a variety of bargaining processes in a variety of contexts. Each of the class materials and assignments has been chosen to highlight core concepts that underlie negotiation strategies.

Another basic component this course is persuasion. While a manager needs analytical skills to negotiate and develop optimal solutions to problems, a broad array of persuasion and communication skills is needed to reach agreements and work collaboratively with others. As part of learning and implementing persuasion skills, we will participate in our own persuasive assignments and evaluate others'. Successful completion of this course will enable you to recognize, understand, analyze, and implement the essentials of negotiation and persuasion.

LEARNING OBJECTIVES

Upon successful completion of this course, you will be able to:

- Demonstrate effective persuasive communication and interpersonal skills.
- Improve your ability to analyze negotiation deals and interests of various parties within a deal.
- Apply the core frameworks negotiation, as they relate to a variety of business contexts, including competitive, collaborative, and cross-cultural settings.

- “integrate knowledge from multiple fundamental business disciplines” (an AACSB competency goal) in negotiating.

COURSE METHOD

The course objectives will be accomplished by implementing the following methods of instructions and evaluations for every module:

- Completing readings, which includes textbook chapters, articles, and negotiation/persuasion exercises.
- Watching multimedia lectures and video presentations
- Participating in interactive/online/collaborative class discussions and assignments
- Completing multiple choice quizzes at the end of all module’s readings and videos
- Using technology to create an audiovisual persuasive talk, and learning from and evaluating other class members’ work
- Preparing an end term final reflection paper based on a negotiation analysis

TEXTBOOK & STUDY MATERIALS

Textbook: Leigh Thompson. The Mind and Heart of the Negotiator, 7/E. 2020. Pearson.

Additional Materials: Articles, simulations/cases, lecture slides, and video links posted on Canvas course website

Optional Materials: Pre-Suasion: A Revolutionary Way to Influence and Persuade by Robert Cialdini

COURSE STRUCTURE, ORGANIZATION, GRADING

Your grade in this course is determined based on your performance on the following items. Details on each of these items follow in the proceeding sections.

EVALUATION ITEM	WEIGHT
<i>Individual Work</i>	
Module Quizzes (Lowest 2 Dropped)	15%
Discussion Forum Participation (Lowest 2 Dropped)	15%
Peer Review	10%
<i>Team Submission</i>	
Audiovisual Talk: Simulation	15%
<i>Individual/Team Work</i>	
Final Reflection Paper: Simulation	45%
<i>Bonus Opportunities</i>	
Team Profile Submission (Bonus)	.25%
Total	100%

The letter grades will be assigned based on the following grading scale based on the percent of score you receive:

A: 94-100%; A-: 90-93.9%;

B+: 87-89.9%; B: 84-86.9%; B-: 80-83.9%;

C+: 77-79.9%; C: 74-76.9%; C-: 70-73.9%;

D: 60-69.9%;
F: Below 60%

These cut-off points are strictly enforced in finalizing your grades. For example, an 83.9% does *not* turn into a B by negotiating with me at the end of the semester. I already provided some bonus opportunities that allow you earn extra credit. If you have any questions about your grade on an exam or assignment, I will be glad to discuss it *during* rather than at the end of the semester, typically within a week after a grade is posted.

COMMUNICATING WITH PROFESSOR

I strongly encourage you to contact me online via Canvas messages with any course-related questions or concerns. I will generally respond within 24 hours (up to 48 hours during university holidays, breaks, weekends, and/or depending on the nature of urgency). Alternatively, you can call my office phone or email me r_zakaria@uncg.edu for any urgent issues.

CANVAS: COURSE MATERIALS AND ANNOUNCEMENTS

I will continue to post your grades, updates, and announcements on Canvas throughout the term. Your grades and/or feedback for every evaluation item will generally be available to you within 5 business days. All the course and evaluation related materials, such as, quiz/exam guidelines, evaluation criteria for assignments, course handouts, supplementary readings, and lecture slides can be downloaded from Canvas Home tab. You are encouraged to print your individual hard copies and use them to your advantage.

Important Note: Please check Canvas and your UNCG email on a regular basis. Important reminders and updates will be posted in the announcement/news sections.

MODULE QUIZ

There will be several multiple-choice quizzes throughout the duration of this course. These quizzes are to be taken online during the specific windows they are available. Specific content/coverage of each of these quizzes is posted in the *course schedule section* of your syllabus. Duration, format, and other FAQs are answered within the file “Module Quizzes” placed under the Course Assignments section under the Canvas Home tab. The quizzes where a student earns his/her ***lowest two scores (based on percentage obtained) will be dropped*** from final grade calculation.

Important Note: No make-up exams are given without acceptable reasons (e.g., religious holidays, university approved trips, documented absences) as described in the [Student Handbook](#).

DISCUSSION FORUM PARTICIPATION

Discussion forums are evaluated based on your posts addressing the ***questions*** assigned for every module. A minimum of ***2 posts (attempting 2 separate prompts) are required*** per module. The discussion forums where a student earns his/her ***lowest two scores (based on percentage obtained) will be dropped*** from final grade calculation.

Important Note: Further details on participating in discussion forums and their evaluation criteria are posted in a file located under the Course Assignments module> Mandatory Assignments page of the Canvas Home tab.

PEER REVIEW

Review your classmates' midterm. When prompted, use the grading rubric for the assignment AND your knowledge of the course frameworks to provide respectful, constructive, and useful comments to help them improve their comprehension, clarification, and/or application of negotiation approaches.

AUDIOVISUAL TALK

This assignment will ideally, collectively, and collaboratively be completed by a team of two members¹. Each team will prepare **an audiovisual presentation** based on a simulated negotiation based on role-plays. The rules and role information will be provided by the instructor via Canvas (People tab) approximately 14 days before the due date. You are encouraged to plan meeting and coordinating with your partner(s) ahead of time. You will also learn to use technology to create and share your talk. Therefore, get started early.

Important Note: Further information, including talk topics, dates, detailed guidelines, review of talk forms, and grading criteria are posted in the Course Assignment module> Mandatory Assignments page (Home tab) of Canvas.

FINAL REFLECTION PAPER

This assignment may be completed individually (or as a team project with prior and written approval). You will carry out with your partner (or a friend or classmate) a simulated negotiation deal (instructions and context provided by your professor). If submitting as a team, you will write the paper collectively and collaboratively (unless writing individually following the simulation). In the paper, based on your analysis of the simulation exercise, you will reflect on and document the deal setting, process, and outcome. Your submission will discuss your plans, behavioral observations, strategies, negotiation processes, and the negotiation results.

Important Note: Further details and grading criteria for this paper are posted on under the Course Assignments module> Mandatory Assignments page of the Canvas Home tab.

PEER EVALUATION - OPTIONAL

If you are working in a team, you are encouraged to submit a peer evaluation form (posted on Canvas) assessing your team members' participation. The goal is to ensure accountability in the equitable participation of each team members in the team assignment.

This peer evaluation will only be seen by your professor (i.e. it will not be shared with your team members) and it will be consequential in that **recommendations from peer evaluations may lead to significant grade point deductions (up to 10%) in your team members' team contribution score**. To avoid deductions, it is therefore critical that each of you make strong contributions to your team assignment and conduct yourselves in a responsible manner. Submission of this form is optional, but strongly encouraged.

Important Note: Any student who does not perform his/her share of the work or remain in communication with their team members can be given notice by the team, a minimum of 48 hours in advance. If the said student does not contact team and/or make arrangements regarding their work share,

¹ If you opt to complete this assignment individually, you must obtain a written approval from the professor by the first week of the term

that *the student will be fired from the team* by the other members and/or at professor's discretion. *If fired, the student will be required to do all the same amount of work on his/her own.*

BONUS OPPORTUNITIES

You can earn 0.25% bonus points each for individually submitting your Team Profile form and Course Evaluation Survey by the deadline. Further information on both of these assignments are accessible on the Course Assignments Module> Bonus Assignments page of the Home tab of Canvas.

COURSE CALENDAR

***Note that this schedule maybe subject to minor modifications due to unforeseeable circumstances. Your professor reserves the right to revise the syllabus.*

***Unless stated otherwise, all the readings, videos, quizzes, and assignments are due by 11:59 PM.*

Date	Topic/Chapter	Additional Reading/Video/Simulation	What's Due
May 18 /Live Session	<p>Intro to the course module</p> <p>Review the syllabus (Home tab), all the assignment prompts (Assignments tab) in the Canvas.</p> <p>Connect with your team (see People tab> Randomly Assigned tab in the Canvas)</p> <p>Module A Chapter 1: Negotiation: The Mind and the Heart (Thompson) Chapter 2: What to Do before Negotiation (Thompson)</p>	<p>Review the assigned articles and multimedia lectures for deeper insights</p> <p><i>Reach out to your preassigned partners via the People Tab> Randomly Assigned Pairs</i></p>	<p>-Mark your personal calendars with important deadlines</p> <p>-Module Quizzes based on all the readings for this week</p> <p>-Discussion Forum Participation</p> <p>-Live Session with professor on Sunday (5/18) at 5:30 pm</p> <p>-Individually Submit Team Profile (Bonus)</p> <p><i>Unless stated otherwise, all the readings, videos, quizzes, and assignments are due at 11:59 PM.</i></p>
May 25	<p>Audiovisual Talk Overview and Partner Rapport</p> <p>Module B</p>	<p><i>Check People tab to access prompts for simulation roles</i></p>	<p>-Establish rapport with your class partner</p>

	<p>Chapter 3: Distributive Negotiation: Slicing the Pie (Thompson)</p> <p>Chapter 4: Integrative Negotiation: Expanding the Pie (Thompson)</p>	<p>Review the assigned articles and multimedia lectures for deeper insights</p>	<p>-Module Quizzes based on all the readings for this week</p> <p>-Discussion Forum Participation</p> <p><i>Unless stated otherwise, all the readings, videos, quizzes, and assignments are due at 11:59 PM.</i></p>
June 1	<p>Module C</p> <p>Chapter 5: Understanding Personality and Motivation</p> <p>Chapter 6: Managing Emotions and Contentious Negotiations</p> <p>Chapter 7: Establishing Trust and Building a Relationship</p> <p>Chapter 8: Power, Ethics, and Reputation</p>	<p>Review the assigned articles and multimedia lectures for deeper insights</p>	<p>-Module Quizzes based on all the readings for this week</p> <p>-Discussion Forum Participation</p> <p><i>Unless stated otherwise, all the readings, videos, quizzes, and assignments are due at 11:59 PM.</i></p>
Friendly Reminder	<p>Heads up -- Major Project - Work on your Audiovisual Talk assignment</p>	<p>Review the relevant reading/multimedia to prepare your talk</p>	<p>-Start working on the Audiovisual Talk assignment</p>
June 8	<p>Submit your Audiovisual Talk: Kukui Nuts</p>	<p>Article: Guide to Persuasive Presentations – HBR</p> <p>Article: Putting Action into Words</p> <p>Video: A Pecha Kucha about Pecha Kucha</p>	<p>-Audiovisual Talk assignment is due</p> <p>-No quizzes this week</p> <p><i>Unless stated otherwise, all the readings, videos, quizzes, and assignments are due at 11:59 PM.</i></p>
Friendly Reminder	<p>Heads up -- Major Project - Work on your Final Reflection Paper</p>	<p>Review the relevant chapters to conduct and analyze a simulated negotiation deal</p>	<p>-Start working on the Final Reflection Paper assignment</p>

		GM-Toyota Joint-venture negotiation – sample deal	
June 15/Live Session	Module D Chapter 10: Multiple-Parties, Coalitions, and Teams (Thompson) Chapter 11: Cross-Cultural Negotiation (Thompson)	Review the assigned articles and multimedia lectures for deeper insights	-Peer Review of Midterm -Module Quizzes based on all the readings -Discussion Forum Participation -Live Session with professor on Sunday (6/15) at 5:30 pm <i>Unless stated otherwise, all the readings, videos, quizzes, and assignments are due at 11:59 PM.</i>
TBA	Course/Instructor Evaluation (Online) – bonus points		-Due date for the Course Evaluation to be announced on Canvas
FRI , June 20	Final Reflection Paper (Individual Submission)	Any relevant course materials	-Discussion Forum Participation (Mod E: Café) -Final Reflection Paper is Due 11:59 PM.
SAT, June 21	Peer Evaluation for Partners (Optional)		-Peer Evaluation Form is Due by 11:59 pm

ABOUT YOUR PROFESSOR

Dr. Rimi Zakaria has been teaching university-level business courses since 2007. She teaches as a part-time Lecturer at the University of North Carolina-Greensboro (UNCG) and is full-time tenured Associate Professor of Management at the University of Wisconsin-Whitewater (UWW).

Dr. Zakaria received her PhD in Business Administration with an emphasis in Strategic and International Management from Florida International University (FIU) and MBA from University of Central Arkansas (UCA). As an instructor, she taught a variety of upper-level undergraduate business courses ranging from behavioral to international in nature. The courses include Negotiation and Persuasion Strategies, Organizational Behavior, and Organization and Management, Strategic Management, Strategic Decision Making, International Management, International Business, Global Environment of Business, and Corporate Social Responsibility and Sustainability. As a researcher, Prof. Zakaria studies topics within two areas of management: Strategic Management and International Business. She is widely published across disciplines. She presents her research regularly at reputable national and international conferences,

namely, Academy of Management (AOM), Strategic Management Society (SMS), and Academy of International Business (AIB) conferences.

Prof. Zakaria has received many recognitions, including research grants, teaching awards, and fellowships. In the recent years, she attended prestigious faculty development programs on business pedagogy at the Wharton School, the University of Pennsylvania, Harvard University, and University of South Carolina. She has had the opportunity to travel widely to present her research and pedagogical projects. Prior to joining academia, she worked as a management consultant for the RockTenn Company. She has lately been involved in sustainability consulting projects with small and medium sized organizations.

THE FINE PRINT

EMAIL COMMUNICATIONS: For purposes of this course, you will check your UNCG email daily. Your instructor assumes that you will be aware of any communications or requests sent at least 24 hours prior to an assignment due date.

PARTICIPATION POLICY: Although this is an online class, beginning the first day of the semester is required of every student in the course. Logging in to canvas and completing the “**Introduction to the Course**” Module by the end of the first week of class are required.

ACADEMIC INTEGRITY: Each student is required to comply with the Academic Integrity Policy on all work submitted for the course. By submitting an assignment, each student is acknowledging their understanding and commitment to the [Academic Integrity Policy](#) on all major work for the course.

ARTIFICIAL INTELLIGENCE: Artificial intelligence (AI) language models may be used for any activity (e.g., assignment, assessment). You are responsible for fact checking (e.g., confirming that the content does not violate intellectual property laws or contain false information) and ensuring meeting all quality standards per assignment rubrics.

VIDEO SESSION DISCLOSURE: The optional zoom video sessions for the course will be recorded to share with class. If you are participating/viewing a webcast (zoom, google chat, etc.) and do not wish to be recorded, please turn off your camera and mute your microphone. You may still use the chat to participate, and I will not archive the chat. Please note that only the main room, not breakout rooms, will be recorded.

CANVAS AND ELECTRONIC COMMUNICATIONS: A number of important course documents, will be posted in Canvas Announcements. Please do not turn off your canvas alert system. Typically, an electronic communication will be sent to the class via Canvas announcement indicating that a new posting has been made. Having access to and frequently checking Canvas and your UNCG emails will be important to your success in this course.

TECHNICAL DIFFICULTIES: UNCG 6-tech for computer and/or Canvas issues: 6-tech@uncg.edu or call 336.256.324 or chat using the link to the following URL: <https://its.uncg.edu/Help/6TECH/>. Please also make your instructor aware of the issue before the deadline, and if there will be any delays in resolving the issue. **Inability to access the internet during the course is not an acceptable excuse for missing deadlines.** The UNCG computer labs and public libraries provide computer and internet access free of charge.

ACCOMODATION FOR STUDENTS WITH DISABILITY: Any student with disability requiring reasonable accommodation should inform me by email within the first week of class. UNCG seeks to comply fully with the Americans with Disabilities Act (ADA). Students requesting accommodations based on a disability must connect with the Office of Accessibility Resources and Services (OARS) in 215 Elliott University Center, (336)334-5440, oars.uncg.edu.

RELIGIOUS HOLIDAYS: Any student who cannot take an exam on the scheduled due date or participate fully in any other aspect of the course due to religious conflict must inform me by email within the first two weeks of class. If not, you are expected to submit your work on time.

HEALTH AND WELLNESS: Student Health Services (SHS), The Counseling Center, and the Campus Violence Response Center are here to help. Learn about the free, confidential mental health and advocacy services available on campus by calling SHS at 336-334-5874 or visiting us on the web: <https://shs.uncg.edu/> or calling the CVRC at 336-334-9839 or visiting us on the web at cvrc.uncg.edu or in person at the Anna M. Gove Student Health Center at 107 Gray Drive.

STUDENT RESOURCES: Please familiarize yourself with the Bryan School's [Student Resources](#) page. These guidelines establish principles and expectations for the administration, faculty, staff, and students at the Bryan School of Business and Economics.

This syllabus is tentative and may be subject to change at your professor's discretion. Check your Canvas course website and/or your email on a regular basis to be informed of such changes.

Bryan School of Business and Economics
University of North Carolina at Greensboro | Greensboro, NC
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