Required Textbooks & Materials:
*Never Split the Difference* by Chris Voss (please read by 11/13/2020)
Additional materials will be supplied by the instructor during class on Moodle.

Course Assignments and Evaluation: total 100 points
*Students must earn a C- or better to pass the course for academic degrees from Business School.*

<table>
<thead>
<tr>
<th>Grade</th>
<th>Points</th>
</tr>
</thead>
<tbody>
<tr>
<td>A</td>
<td>94 and above</td>
</tr>
<tr>
<td>A-</td>
<td>90 to 93</td>
</tr>
<tr>
<td>B+</td>
<td>87 to 89</td>
</tr>
<tr>
<td>B</td>
<td>83 to 86</td>
</tr>
<tr>
<td>B-</td>
<td>80 to 82</td>
</tr>
<tr>
<td>C+</td>
<td>77 to 79</td>
</tr>
<tr>
<td>C</td>
<td>73 to 76</td>
</tr>
<tr>
<td>C-</td>
<td>70 to 72</td>
</tr>
</tbody>
</table>

How Your Final Course Grade Is Calculated:
- Pre-Assignment due by November 1, 2020 10%
- Attendance 30%
- Participation in In-Class Activities and Discussions 30%
- Reflection Paper/Project due Sunday, November 22, 2020 30%

The instructor reserves the right to adjust scheduling and adding/dropping contents based on course progress

For any in-person meetings:
- **MASK USE IS REQUIRED** within the classroom
- Each student is provided with a cleaning kit. The expectation is that students will clean their personal workspace when they arrive for class, and before they leave the classroom
- Classrooms may have one-way entrances / exits to minimize crowding
- Students should be discouraged from congregating outside the classroom before and after class
- Specific seating arrangements will be used to ensure social distancing and support contact tracing efforts
- Class attendance will be recorded to support contact tracing efforts
- Drinking liquids and eating food is discouraged within the classroom (which requires mask removal)
- Information on the nearest “refill” stations for cleaning supplies/hand sanitizer if applicable
- If the class is being recorded, students must be notified of the recording
- Stay home if you feel sick and/or if exhibiting COVID-19 symptoms
- If the student is sick or displaying symptoms, please contact the Curry Health Center at (406) 243-4330
- Up-to-Date COVID-19 Information from the University of Montana
  - UM Coronavirus Website: [https://www.umt.edu/coronavirus](https://www.umt.edu/coronavirus)
Strongly encourage students to remain vigilant outside the classroom in mitigating the spread of COVID-19

Mission Statements and Assurance of Learning:
The University of Montana’s College of Business enhances lives and benefits society by providing a world-class business education in a supportive, collegial environment. We accomplish this mission by acting on our shared core values of creating significant experiences, building relationships, teaching and researching relevant topics, behaving ethically, and inspiring individuals to thrive. As part of our assessment process and assurance-of-learning standards, the College of Business has adopted the following learning goals for our undergraduate students:

1. COB graduates will possess fundamental business knowledge.
2. COB graduates will be able to integrate business knowledge.
3. COB graduates will be effective communicators.
4. COB graduates will possess problem solving skills.
5. COB graduates will have an ethical awareness.
6. COB graduates will be proficient users of technology.
7. COB graduates will understand the global business environment in which they operate.

Behavior Expectations Professionalism
Students are preparing to become business professionals, and professional behavior is expected at all times. Students are expected to abide by the [COB Code of Professional Conduct](http://www.business.umt.edu/ethics/professional-conduct-code.php). Treat class sessions like business meetings. Failure to adhere to these expectations may result in being asked to leave the classroom. In addition, students will:

- Remain in the class for the duration of class time (no in and out or leaving early)
- Bring all materials needed for class, including the books.
- Refrain from using any technology, including cell phones, not required for the class conduct at that time

Emergency Procedures:
In the event of a campus emergency during class, please follow instructions provided by your instructor or the UM emergency alert system. Failure to do so could hamper efforts to resolve the emergency situation in a safe, timely manner.

Disability Services for Students:
Students with disabilities will receive reasonable modifications in this course. The student’s responsibilities are to request them from me with sufficient advance notice and to be prepared to provide official verification of disability and its impact from Disability Services for Students. Please speak with me after class or during my office hours to discuss the details. For more information, visit the website for the office of [Disability Services for Students](http://www.umt.edu/dss/).

Grievance Procedures
The formal means by which course and instructor quality are evaluated is through the written evaluation procedure at the end of the semester. The instructor and department chair receive copies of the summary evaluation metrics and all written comments sometime after course grading is concluded. Students with concerns or complaints during the semester should first communicate these to the instructor. This step almost always resolves the issue. If the student feels that the conflict cannot be resolved after meeting with the instructor, the student should contact the department head. If, after speaking with the department head and the instructor, the student still feels that the conflict has not been resolved, contact the Associate Dean of the College of Business.

Academic Misconduct:
All students must practice academic honesty. Academic misconduct is subject to an academic penalty by the course instructor and/or a disciplinary sanction by the University. The University of Montana Student Conduct Code specifies definitions and adjudication processes for academic misconduct and states, “Students at the University of Montana are expected to practice academic honesty at all times.” IMPORTANT: It is the student’s responsibility to be familiar with the [Student Conduct Code](http://www.umt.edu/vpsa/policies/student_conduct.php), including definitions of academic misconduct. (found online at http://www.umt.edu/vpsa/policies/student_conduct.php).

The School of Business Administration endorses academic honesty as a pillar of integrity crucial to the academic
institution. Academic honesty is an important step towards developing an ethical backbone needed in a professional career. Failure to practice academic honesty is considered academic misconduct. Academic misconduct will be penalized to the fullest extent. Students are expected to:

- Be knowledgeable of activities that are considered academic misconduct, as defined in section V.A. of the UM Student Conduct Code,
- Practice academic honesty on all exams, quizzes, homework, in-class assignments, and all other activities that are part of the academic component of a course,
- Encourage other students to do the same.

Confusion may arise in what is and is not academic misconduct. Students should ask if they are unsure if a behavior will be viewed as academic misconduct. A good rule of thumb is that any credit-earning activity in a course should represent the true skills and ability of the person receiving the credit. A partial list of situations that are considered academic misconduct is in the COB Professional Code of Conduct (found online at http://www.business.umt.edu/ethics/professional-conduct-code.php). If at any point a student is unsure if working with another student is permissible, that student should contact the instructor before doing so.