



MMBA8084

Negotiation and Conflict Resolution: Mastering the Art and Science

Term 1, In person-scheduled-infrequent, North Ryde 2025

Department of Management

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General Information

Unit convenor and teaching staff

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Associate Lecturer

Adam Robertson

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Credit points

10

Prerequisites

(Admission to GradCertBusAdmin or GradDipBusAdmin) or MMBA8070

Corequisites

Co-badged status

Unit description

Negotiation is the art and craft by which decisions are made, agreements are reached, and disputes are resolved between two or more parties. This transformative unit empowers you to master complex interpersonal and emotional dynamics in negotiation, cultivating the confidence and skills needed to navigate conflicts and achieve sustainable solutions to challenging problems. Through experiential learning techniques, interactive simulations, and case studies, this unit bridges theory with practice to provide practical insights into real-world negotiation scenarios. You will explore all critical stages of the negotiation process, identifying your individual negotiation style and learning to apply adaptive strategies that create value and build lasting professional relationships. By the end of the unit, you will be equipped with the tools and techniques necessary to consistently achieve superior results in business deals, critical conversations, and dispute resolutions.

Important Academic Dates

Information about important academic dates including deadlines for withdrawing from units are available at <https://www.mq.edu.au/study/calendar-of-dates>

Learning Outcomes

On successful completion of this unit, you will be able to:

ULO1: Critically analyse and evaluate contemporary theories and frameworks in negotiation.

ULO2: Reflect critically on how underlying assumptions, values, cognitive biases, and cultural factors influence negotiation sub-processes such as decision-making, goal setting, and the assessment of negotiated outcomes.

ULO3: Demonstrate advanced problem-solving and collaboration skills in business and workplace negotiations, enabling value creation, and systematically evaluate negotiation processes and outcomes both individually and in group settings.

ULO4: Utilize stakeholder mapping techniques to identify and assess potential value, risks, and implications for all parties involved within a negotiation ecosystem.

General Assessment Information

Late Assessment Submission Penalty (written assessments) Unless a Special Consideration request has been submitted and approved, a 5% penalty (of the total possible mark) will be applied each day a written assessment is not submitted, up until the 7th day (including weekends). After the 7th day, a grade of '0' will be awarded even if the assessment is submitted. Submission time for all written assessments is set at 11.55pm. A 1-hour grace period is provided to students who experience a technical concern. For any late submissions of time-sensitive tasks, such as scheduled tests/exams, performance assessments/presentations, and/or scheduled practical assessments/labs, students need to apply for Special Consideration.

Assessment Tasks

Name	Weighting	Hurdle	Due
Personal Negotiation Analysis	40%	No	Week 10
Negotiation Concept and Analysis	30%	No	Week 7
Negotiation Team Report	30%	No	Week 10

Personal Negotiation Analysis

Assessment Type ¹: Essay

Indicative Time on Task ²: 20 hours

Due: **Week 10**

Weighting: **40%**

Analysis of up to 2,000 words. This assessment evaluates students' ability to critically reflect on and analyse personal negotiation style, strengths, and weaknesses.

On successful completion you will be able to:

- Reflect critically on how underlying assumptions, values, cognitive biases, and cultural factors influence negotiation sub-processes such as decision-making, goal setting, and the assessment of negotiated outcomes.
- Demonstrate advanced problem-solving and collaboration skills in business and workplace negotiations, enabling value creation, and systematically evaluate negotiation processes and outcomes both individually and in group settings.
- Utilize stakeholder mapping techniques to identify and assess potential value, risks, and implications for all parties involved within a negotiation ecosystem.

Negotiation Concept and Analysis

Assessment Type ¹: Essay

Indicative Time on Task ²: 15 hours

Due: **Week 7**

Weighting: **30%**

Analysis of up to 1,500 words. This assessment evaluates students' ability to accurately describe real-life negotiation experiences and critically analyse them by applying the negotiation theories and concepts learned in this unit.

On successful completion you will be able to:

- Critically analyse and evaluate contemporary theories and frameworks in negotiation.
- Reflect critically on how underlying assumptions, values, cognitive biases, and cultural factors influence negotiation sub-processes such as decision-making, goal setting, and the assessment of negotiated outcomes.
- Demonstrate advanced problem-solving and collaboration skills in business and workplace negotiations, enabling value creation, and systematically evaluate negotiation processes and outcomes both individually and in group settings.

Negotiation Team Report

Assessment Type ¹: Report

Indicative Time on Task ²: 10 hours

Due: **Week 10**

Weighting: **30%**

Students will form groups to complete a multi-round team negotiation exercise throughout this unit. At the conclusion, each team will submit a report (up to 2,000 words) to critically diagnose negotiation strategies, dynamics, and outcomes, and identify key repeatable lessons to inform

future negotiations.

On successful completion you will be able to:

- Critically analyse and evaluate contemporary theories and frameworks in negotiation.
- Reflect critically on how underlying assumptions, values, cognitive biases, and cultural factors influence negotiation sub-processes such as decision-making, goal setting, and the assessment of negotiated outcomes.
- Demonstrate advanced problem-solving and collaboration skills in business and workplace negotiations, enabling value creation, and systematically evaluate negotiation processes and outcomes both individually and in group settings.

¹ If you need help with your assignment, please contact:

- the academic teaching staff in your unit for guidance in understanding or completing this type of assessment
- the [Writing Centre](#) for academic skills support.

² Indicative time-on-task is an estimate of the time required for completion of the assessment task and is subject to individual variation

Delivery and Resources

In this negotiation class, the majority of learning unfolds through immersive, in-class negotiation exercises featuring cases sourced from Harvard and other top-tier MBA programs.

Complementing these practical experiences is an extensive reading list, curated from prestigious sources like the *Harvard Business Review* and *Sloan Management Review*, accessible via the Macquarie University Library.

Policies and Procedures

Macquarie University policies and procedures are accessible from [Policy Central \(https://policies.mq.edu.au\)](https://policies.mq.edu.au). Students should be aware of the following policies in particular with regard to Learning and Teaching:

- [Academic Appeals Policy](#)
- [Academic Integrity Policy](#)
- [Academic Progression Policy](#)
- [Assessment Policy](#)
- [Fitness to Practice Procedure](#)
- [Assessment Procedure](#)

- [Complaints Resolution Procedure for Students and Members of the Public](#)
- [Special Consideration Policy](#)

Students seeking more policy resources can visit [Student Policies](https://students.mq.edu.au/support/study/policies) (<https://students.mq.edu.au/support/study/policies>). It is your one-stop-shop for the key policies you need to know about throughout your undergraduate student journey.

To find other policies relating to Teaching and Learning, visit [Policy Central](https://policies.mq.edu.au) (<https://policies.mq.edu.au>) and use the [search tool](#).

Student Code of Conduct

Macquarie University students have a responsibility to be familiar with the Student Code of Conduct: <https://students.mq.edu.au/admin/other-resources/student-conduct>

Results

Results published on platform other than [eStudent](#), (eg. iLearn, Coursera etc.) or released directly by your Unit Convenor, are not confirmed as they are subject to final approval by the University. Once approved, final results will be sent to your student email address and will be made available in [eStudent](#). For more information visit connect.mq.edu.au or if you are a Global MBA student contact globalmba.support@mq.edu.au

Academic Integrity

At Macquarie, we believe [academic integrity](#) – honesty, respect, trust, responsibility, fairness and courage – is at the core of learning, teaching and research. We recognise that meeting the expectations required to complete your assessments can be challenging. So, we offer you a range of resources and services to help you reach your potential, including free [online writing and maths support](#), [academic skills development](#) and [wellbeing consultations](#).

Student Support

Macquarie University provides a range of support services for students. For details, visit <http://students.mq.edu.au/support/>

The Writing Centre

[The Writing Centre](#) provides resources to develop your English language proficiency, academic writing, and communication skills.

- [Workshops](#)
- [Chat with a WriteWISE peer writing leader](#)
- [Access StudyWISE](#)
- [Upload an assignment to Studiosity](#)
- [Complete the Academic Integrity Module](#)

The Library provides online and face to face support to help you find and use relevant information resources.

- [Subject and Research Guides](#)
- [Ask a Librarian](#)

Student Services and Support

Macquarie University offers a range of [Student Support Services](#) including:

- [IT Support](#)
- [Accessibility and disability support](#) with study
- Mental health [support](#)
- [Safety support](#) to respond to bullying, harassment, sexual harassment and sexual assault
- [Social support including information about finances, tenancy and legal issues](#)
- [Student Advocacy](#) provides independent advice on MQ policies, procedures, and processes

Student Enquiries

Got a question? Ask us via the [Service Connect Portal](#), or contact [Service Connect](#).

IT Help

For help with University computer systems and technology, visit http://www.mq.edu.au/about_us/offices_and_units/information_technology/help/.

When using the University's IT, you must adhere to the [Acceptable Use of IT Resources Policy](#). The policy applies to all who connect to the MQ network including students.

Unit information based on version 2025.05 of the [Handbook](#)