MGMT300
The Art of Negotiation
S2 Day 2014
Dept of Marketing and Management

Contents

General Information 2
Learning Outcomes 2
General Assessment Information 3
Assessment Tasks 3
Delivery and Resources 6
Unit Schedule 7
Policies and Procedures 8
Graduate Capabilities 9
Research and Practice 11

Disclaimer
Macquarie University has taken all reasonable measures to ensure the information in this publication is accurate and up-to-date. However, the information may change or become out-dated as a result of change in University policies, procedures or rules. The University reserves the right to make changes to any information in this publication without notice. Users of this publication are advised to check the website version of this publication [or the relevant faculty or department] before acting on any information in this publication.
General Information

Unit convenor and teaching staff
Unit Convenor
Troy Sarina
troy.sarina@mq.edu.au
E4A, 652
Thursdays 11am-12pm

Credit points
3

Prerequisites
39cp including (6cp in BUS or HRM or MKTG units at 200 level)

Corequisites

Co-badged status

Unit description
This unit examines the conceptual frameworks and fundamental skills required for effective negotiations. Students learn how to resolve conflict and overcome impasses in various negotiation contexts including commercial, legal and labour relations in both domestic and international settings. This unit will expose students to core negotiation frameworks, strategies and tactics required to engage in effective negotiations. Students will have the opportunity to apply this theoretical learning through a series of practical negotiation simulations held in tutorials, thereby facilitating the evaluation of frameworks examined in the unit as well as providing students with the opportunity to reflect on their own capacity to negotiate effectively.

Important Academic Dates
Information about important academic dates including deadlines for withdrawing from units are available at https://students.mq.edu.au/important-dates

Learning Outcomes

1. Have an understanding of relevant negotiation theories and be able to apply them in a number of scenarios
2. Develop appropriate negotiation strategies for the different types of scenarios you may encounter in your professional and personal life.
3. Identify and evaluate the role that ethics, relationships and power dynamics might have on a negotiation process
4. Understand the complexities of negotiating in a cross cultural context

**General Assessment Information**

Important:

It is the responsibility of students to view their marks for each within session assessment on iLearn within 20 working days of posting. If there are any discrepancies, students must contact the unit convener immediately. Failure to do so will mean that queries received after the release of final results regarding assessment marks (not including the final exam mark) will not be addressed.

**Assessment Tasks**

<table>
<thead>
<tr>
<th>Name</th>
<th>Weighting</th>
<th>Due</th>
</tr>
</thead>
<tbody>
<tr>
<td>Negotiation plan/Participation</td>
<td>30%</td>
<td>Monday, 1st September, 4pm</td>
</tr>
<tr>
<td>Group Negotiation Study/Rep</td>
<td>30%</td>
<td>Tuesday, 28th October, 4pm</td>
</tr>
<tr>
<td>Take home exam</td>
<td>40%</td>
<td>Monday, 24th November, 4pm</td>
</tr>
</tbody>
</table>

**Negotiation plan/Participation**

**Due:** **Monday, 1st September, 4pm**  
**Weighting:** **30%**

**Negotiation Plan** 1500 words

This plan should address the following:

1. Identify what the main issue that is at the heart of the negotiations (2.5 marks)
2. Identify key parties in the negotiation process and their roles in the process (2.5 marks)
3. Carry out an appropriate analysis of the needs, priorities, resources and constraints encountered by both parties (5 marks)
4. Identify appropriate negotiation strategies/theories and explain WHY you are going to use them (5 marks). (NB: You will need read chapters 3 & 4 in advance to answer this question)

**Submission details:** Submit debate plan to drop box at business and economics student services (BESS) by 4pm, Monday September 1.

**Extension requests:** The University is committed to equity and fairness in all aspects of its learning and teaching. In stating this commitment, the University recognises that there may be circumstances where a student is prevented by unavoidable disruption from performing in accordance with their ability. A disruption to studies policy exists to support students who experience serious and unavoidable disruption such that they do not reach their usual demonstrated performance level. The policy is available at: [http://www.mq.edu.au/policy/docs/](http://www.mq.edu.au/policy/docs/)
Late submissions: No extensions will be granted. Late tasks will be accepted up to 72 hours after the submission deadline. There will be a deduction of 20% of the total marks available for the negotiation plan for each 24 hour period or part thereof that the submission is late (for example, 25 hours late in submission – 40% penalty). This penalty does not apply for cases in which an application for disruption to studies is made and approved.

The preparation of this plan will be developed in conjunction with ongoing participation in negotiation simulations carried out in the tutorial component of this course throughout semester.

This Assessment Task relates to the following Learning Outcomes:

- Have an understanding of relevant negotiation theories and be able to apply them in a number of scenarios
- Develop appropriate negotiation strategies for the different types of scenarios you may encounter in your professional and personal life.
- Understand the complexities of negotiating in a cross cultural context

Group Negotiation Study/Rep

Due: **Tuesday, 28th October, 4pm**

Weighting: **30%**

2500 words group report

This exercise is based on attendance of tutorials in week 6, 8, 9, 10 where you will be working through a detailed negotiation simulation that focuses on labour/management negotiations. The details of this negotiation will be provided to you in your tutorial in week 6. There will be a number of questions associated with this simulation, which you will be required to answer in your report. These questions will be released along with the information pack in week 6.

Submission details: Submit group report to drop box at business and economics student services (BESS) by 4pm, Tuesday October 28. Students are also required to submit an identical copy of the group report to the turnitin drop box on iLearn by 4pm, Tuesday October 28.

Extension requests: The University is committed to equity and fairness in all aspects of its learning and teaching. In stating this commitment, the University recognises that there may be circumstances where a student is prevented by unavoidable disruption from performing in accordance with their ability. A disruption to studies policy exists to support students who experience serious and unavoidable disruption such that they do not reach their usual demonstrated performance level. The policy is available at: [http://www.mq.edu.au/policy/docs/disruption_studies/policy.html](http://www.mq.edu.au/policy/docs/disruption_studies/policy.html)

Late submissions: No extensions will be granted. Late tasks will be accepted up to 72 hours after the submission deadline. There will be a deduction of 10% of the total marks available for the group report for each 24 hour period or part thereof that the submission is late (for example, 25 hours late in submission – 20% penalty). This penalty does not apply for cases in which an
application for disruption to studies is made and approved.

This Assessment Task relates to the following Learning Outcomes:

- Have an understanding of relevant negotiation theories and be able to apply them in a number of scenarios
- Develop appropriate negotiation strategies for the different types of scenarios you may encounter in your professional and personal life.
- Identify and evaluate the role that ethics, relationships and power dynamics might have on a negotiation process

Take home exam

Due: Monday, 24th November, 4pm  
Weighting: 40%

2000 words negotiation scenario

Students will be provided with a negotiation scenario in week 13 and will be required to answer a set of questions utilising knowledge acquired throughout the semester.

Submission details: Submit take home exam to drop box at business and economics student services (BESS) by 4pm, Monday November 24. Students are also required to submit an identical copy of the take home exam to the turnitin drop box on iLearn by 4pm, Monday November 24.

Extension requests: The University is committed to equity and fairness in all aspects of its learning and teaching. In stating this commitment, the University recognises that there may be circumstances where a student is prevented by unavoidable disruption from performing in accordance with their ability. A disruption to studies policy exists to support students who experience serious and unavoidable disruption such that they do not reach their usual demonstrated performance level. The policy is available at: http://www.mq.edu.au/policy/docs/disruption_studies/policy.html

Late submissions: No extensions will be granted. Late tasks will be accepted up to 72 hours after the submission deadline. There will be a deduction of 20% of the total marks available for the take home exam for each 24 hour period or part thereof that the submission is late (for example, 25 hours late in submission – 40% penalty). This penalty does not apply for cases in which an application for disruption to studies is made and approved.

This Assessment Task relates to the following Learning Outcomes:

- Have an understanding of relevant negotiation theories and be able to apply them in a number of scenarios
- Develop appropriate negotiation strategies for the different types of scenarios you may encounter in your professional and personal life.
Identify and evaluate the role that ethics, relationships and power dynamics might have on a negotiation process

Delivery and Resources

Classes

One 2-hour lecture each week plus one 1-hour tutorial each week. The tutorials commence in Week 2. The timetable for classes can be found on the University web site at: http://www.timetables.mq.edu.au/

- Once the tutorial groups are formed, students cannot change their classes.
- Attendance will be taken in all tutorials.
- Tutorial attendance is imperative. Warning: If you do not attend at least 10 of the 12 tutorials your in-class assessment mark will be adversely affected.

Students are required to obtain an overall mark of 50% in order to pass this unit

Technology Used and Required

Students are required to learn how to use word processing, iLearn and the library journals catalogue

Unit web page

Course material is available on the learning management system (iLearn)

The web page for this unit can be found at: https://ilearn.mq.edu.au/login/MQ/

A wide array of reading materials can be found at the following library link especially created for this course:


Required texts and materials

The Compulsory Text for the unit is:


This text will be available for purchase from the Macquarie University Co-op Bookshop.

Consultation Times

You are encouraged to seek help at a time that is convenient to you from a staff member teaching on this unit during their regular consultation hours. In special circumstances, an appointment may be made outside regular consultation hours. Students experiencing significant difficulties with any topic in the unit must seek assistance immediately.

Dr Sarina will be available for consultation on Thursdays from 11am-12pm by appointment. Contact: Building E4A, Room 652, troy.sarina@mq.edu.au.
Unit Schedule

<table>
<thead>
<tr>
<th>Week Commencing</th>
<th>Lecture Topic (&amp; reading)</th>
<th>Tutorial Topic (see detailed program below)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 4 August</td>
<td>Unit Overview</td>
<td>No tutorial</td>
</tr>
<tr>
<td></td>
<td>The Nature of Negotiation (ch 1)</td>
<td></td>
</tr>
<tr>
<td>2 11 August</td>
<td>Strategy and Planning (ch 4) Bargaining (ch 2)</td>
<td>How well are you equipped to bargain? + Allocation of groups for Assignment</td>
</tr>
<tr>
<td>3 18 August</td>
<td>Strategy and Tactics for Distributive Negotiation (Ch 2)</td>
<td>Planning to negotiate effectively</td>
</tr>
<tr>
<td>4 25 August</td>
<td>Strategy and Tactics for Integrative Bargaining (ch 3 )</td>
<td>Buying a used car: How hard can it be?</td>
</tr>
<tr>
<td>5 1 September</td>
<td>Keep calm! The role of Perception, Cognition, and Emotion (ch 5)</td>
<td>Win as Much as You Can</td>
</tr>
<tr>
<td>6 8 September</td>
<td>The role of communication in negotiating effectively (ch 6)</td>
<td>Collective Bargaining at Central Division-Introduction</td>
</tr>
<tr>
<td>7 15 September</td>
<td>Reading week</td>
<td>No lectures and no tutorials</td>
</tr>
<tr>
<td></td>
<td></td>
<td>MID SEMESTER BREAK</td>
</tr>
<tr>
<td></td>
<td></td>
<td>September 22 – October 6</td>
</tr>
<tr>
<td>8 7 October</td>
<td>Finding and Using Negotiation Power (Ch 7)</td>
<td>Collective Bargaining at Central Division (Determining your bargaining position)</td>
</tr>
<tr>
<td>9 13 October</td>
<td>The importance of Relationships and teams in Negotiations: Blessing or a Curse? (ch 9 &amp; ch 10)</td>
<td>Collective Bargaining at Central Division -Negotiating an Outcome (I)</td>
</tr>
<tr>
<td>10 20 October</td>
<td>Ethics in Negotiations (ch 8)</td>
<td>Collective Bargaining at Central Division-Negotiating an Outcome (II)</td>
</tr>
<tr>
<td>11 27 October</td>
<td>Negotiating in a Global context: International and Cross-Cultural Negotiation (Ch 11)</td>
<td>Ethics in Negotiation: Applying the Sins II Scale</td>
</tr>
<tr>
<td>12 3 November</td>
<td>Best Practices in Negotiations (Ch 12)</td>
<td>500 English sentences: Understanding the impact of culture on negotiation processes</td>
</tr>
</tbody>
</table>
Policies and Procedures

Macquarie University policies and procedures are accessible from Policy Central. Students should be aware of the following policies in particular with regard to Learning and Teaching:


In addition, a number of other policies can be found in the Learning and Teaching Category of Policy Central.

Student Code of Conduct

Macquarie University students have a responsibility to be familiar with the Student Code of Conduct: [https://students.mq.edu.au/support/student_conduct/](https://students.mq.edu.au/support/student_conduct/)

Extension requests: The University is committed to equity and fairness in all aspects of its learning and teaching. In stating this commitment, the University recognises that there may be circumstances where a student is prevented by unavoidable disruption from performing in accordance with their ability. A disruption to studies policy exists to support students who experience serious and unavoidable disruption such that they do not reach their usual demonstrated performance level. The policy is available at: [http://www.mq.edu.au/policy/docs/disruption_studies/policy.html](http://www.mq.edu.au/policy/docs/disruption_studies/policy.html)

Student Support

Macquarie University provides a range of support services for students. For details, visit [http://students.mq.edu.au/support/](http://students.mq.edu.au/support/)

Learning Skills

Learning Skills ([mq.edu.au/learningskills](http://mq.edu.au/learningskills)) provides academic writing resources and study strategies to improve your marks and take control of your study.
Student Enquiry Service
For all student enquiries, visit Student Connect at ask.mq.edu.au

Equity Support
Students with a disability are encouraged to contact the Disability Service who can provide appropriate help with any issues that arise during their studies.

IT Help
For help with University computer systems and technology, visit http://informatics.mq.edu.au/help.

When using the University's IT, you must adhere to the Acceptable Use Policy. The policy applies to all who connect to the MQ network including students.

Graduate Capabilities

Problem Solving and Research Capability
Our graduates should be capable of researching; of analysing, and interpreting and assessing data and information in various forms; of drawing connections across fields of knowledge; and they should be able to relate their knowledge to complex situations at work or in the world, in order to diagnose and solve problems. We want them to have the confidence to take the initiative in doing so, within an awareness of their own limitations.

This graduate capability is supported by:

Learning outcomes

- Have an understanding of relevant negotiation theories and be able to apply them in a number of scenarios
- Develop appropriate negotiation strategies for the different types of scenarios you may encounter in your professional and personal life.
- Identify and evaluate the role that ethics, relationships and power dynamics might have on a negotiation process

Assessment tasks

- Group Negotiation Study/Rep
- Take home exam
Effective Communication

We want to develop in our students the ability to communicate and convey their views in forms effective with different audiences. We want our graduates to take with them the capability to read, listen, question, gather and evaluate information resources in a variety of formats, assess, write clearly, speak effectively, and to use visual communication and communication technologies as appropriate.

This graduate capability is supported by:

**Learning outcomes**

- Have an understanding of relevant negotiation theories and be able to apply them in a number of scenarios
- Develop appropriate negotiation strategies for the different types of scenarios you may encounter in your professional and personal life.

**Assessment tasks**

- Negotiation plan/Participation
- Group Negotiation Study/Rep
- Take home exam

Critical, Analytical and Integrative Thinking

We want our graduates to be capable of reasoning, questioning and analysing, and to integrate and synthesise learning and knowledge from a range of sources and environments; to be able to critique constraints, assumptions and limitations; to be able to think independently and systemically in relation to scholarly activity, in the workplace, and in the world. We want them to have a level of scientific and information technology literacy.

This graduate capability is supported by:

**Learning outcomes**

- Have an understanding of relevant negotiation theories and be able to apply them in a number of scenarios
- Develop appropriate negotiation strategies for the different types of scenarios you may encounter in your professional and personal life.
- Identify and evaluate the role that ethics, relationships and power dynamics might have on a negotiation process

**Assessment tasks**

- Negotiation plan/Participation
- Group Negotiation Study/Rep
- Take home exam
Capable of Professional and Personal Judgement and Initiative

We want our graduates to have emotional intelligence and sound interpersonal skills and to demonstrate discernment and common sense in their professional and personal judgement. They will exercise initiative as needed. They will be capable of risk assessment, and be able to handle ambiguity and complexity, enabling them to be adaptable in diverse and changing environments.

This graduate capability is supported by:

**Learning outcomes**

- Have an understanding of relevant negotiation theories and be able to apply them in a number of scenarios
- Develop appropriate negotiation strategies for the different types of scenarios you may encounter in your professional and personal life.
- Identify and evaluate the role that ethics, relationships and power dynamics might have on a negotiation process
- Understand the complexities of negotiating in a cross cultural context

**Assessment tasks**

- Negotiation plan/Participation
- Group Negotiation Study/Rep
- Take home exam

**Research and Practice**

Negotiation is a widely researched activity. The following library link contains a compilation of texts, academic databases and journals that showcase the research currently being undertaken in this field.