MGX5630
Principles of negotiation

Unit Guide

Semester 2, 2011

The information contained in this unit guide is correct at time of publication. The University has the right to change any of the elements contained in this document at any time.

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MGX5630 Principles of negotiation - Semester 2, 2011

This unit provides an introduction to the principles of negotiation applied to various spheres of conflict and exchange, including work and employment relations, business and commercial conflicts, international trade and diplomacy. As well as providing an overview of key theoretical ideas, the unit draws on a wide range of bargaining exercises and simulations which allow students to place these concepts in practical negotiation situations. Topics include styles of conflict management and negotiation, negotiation strategies and situations, effective and ineffective negotiation tactics, understanding key processes and dynamics in negotiation, judgement and cognitive error in negotiations, multi-party negotiations, and the social context of negotiations.

Mode of Delivery

Caulfield (Evening)

Workload

6 points, SCA Band 3, 0.125 EFTSL

This is a six credit point unit with three hours class contact per week over 12 teaching weeks. The total time commitment expected for this unit is 144 hours. In order to meet the faculty’s expectation, students should plan to spend on average nine hours in self-directed study, in addition to the three hours of class contact, each week.

Students enrolled in Coursework programs in the Faculty of Business and Economics are required to attend a minimum of 80% of the scheduled class sessions for each unit.

If you do not attend the required number of classes your enrolment could be compromised, and you may not be eligible to join a group for the group assessment requirements if you are not present at class when the groups are assigned.

Chief Examiner

Associate Professor Peter Gahan

Campus Lecturer

Caulfield

Associate Professor Peter Gahan
Campus: Caulfield
Phone: +61 3 990 34156
Email: Peter.Gahan@monash.edu

Tutors
Caulfield

N/A
Academic Overview

Learning Objectives

The learning goals associated with this unit are to:

1. critically evaluate the common characteristics of conflict in a wide range of exchange relationships
2. evaluate theoretical foundations for effective negotiation
3. develop practical skills through application of concepts in negotiation exercises.

Graduate Attributes

Monash prepares its graduates to be:

1. responsible and effective global citizens who:
   a. engage in an internationalised world
   b. exhibit cross-cultural competence
   c. demonstrate ethical values
2. critical and creative scholars who:
   a. produce innovative solutions to problems
   b. apply research skills to a range of challenges
   c. communicate perceptively and effectively

Assessment Summary

Hurdle Requirements

There is a hurdle requirement in this unit.

The learning outcomes in this unit require students to demonstrate in the individual summative assessment task a comprehensive understanding of the topics covered in the unit. This is demonstrated by the requirement that the student must attain a mark of at least 50% in the final summative assessment task.

A student’s final mark is normally the sum of the marks obtained in all of the individual assessment items in the unit. Where a student fails the unit solely because of failure to satisfy the hurdle requirement a mark of 48 will be returned for the unit.

Second marking

Where an assessment task is given a fail grade by an examiner, that piece of work will be marked again by a second examiner who will independently evaluate the work, and consult with the first marker. No student will be awarded a fail grade for an assessment task or unit without a second examiner confirming the result.
Academic Overview

Note: Exceptions to this are individual pieces of assessment contributing 10% or less of the final mark, unless the total of such pieces exceeds 30% of the final mark.

Return of final marks

Faculty policy states that 'the final mark that a student receives for a unit will be determined by the Board of Examiners on the recommendation of the Chief Examiner taking into account all aspects of assessment'.

The final mark for this unit will be released by the Board of Examiners on the date nominated in the Faculty Calendar. Student results will be accessible through the my.monash portal.

Assessment criteria


<table>
<thead>
<tr>
<th>Assessment Task</th>
<th>Value</th>
<th>Due Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Major Negotiation Exercise</td>
<td>30%</td>
<td>4 October 2011</td>
</tr>
<tr>
<td>Participation/Class Exercises</td>
<td>20%</td>
<td>On-going throughout the program</td>
</tr>
<tr>
<td>Examination 1</td>
<td>50%</td>
<td>To be advised</td>
</tr>
</tbody>
</table>

Teaching Approach

Feedback

Our feedback to You

Types of feedback you can expect to receive in this unit are:

Your feedback to Us

Monash is committed to excellence in education and regularly seeks feedback from students, employers and staff. One of the key formal ways students have to provide feedback is through SETU, Student Evaluation of Teacher and Unit. The University's student evaluation policy requires that every unit is evaluated each year. Students are strongly encouraged to complete the surveys. The feedback is anonymous and provides the Faculty with evidence of aspects that students are satisfied and areas for improvement.

For more information on Monash's educational strategy, and on student evaluations, see:

http://www.policy.monash.edu/policy-bank/academic/education/quality/student-evaluation-policy.html
Previous Student Evaluations of this unit

If you wish to view how previous students rated this unit, please go to https://emuapps.monash.edu.au/unitevaluations/index.jsp

Recommended Resources

Prescribed text(s) and readings:

The prescribed text for this unit is:


In addition to Thompson (2009), the lecture program indicates a number of other required readings:


A range of handouts relating to topics and negotiation case studies and simulations will be distributed in class, and form part of the required reading for this unit.

Recommended text(s) and readings:


Other recommended readings: (if relevant)

Electronic resources:

Useful journals held by Monash Library specialising in negotiation include:

- Group Decision and Negotiation
- International Negotiation
- Harvard Negotiation Law Review
- Journal of Collective Negotiations in the Public Sector
- Journal of Police Crisis Negotiations
- Negotiation
- Negotiation Journal
## Unit Schedule

<table>
<thead>
<tr>
<th>Week</th>
<th>Activities</th>
<th>Assessment</th>
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</thead>
<tbody>
<tr>
<td>0</td>
<td></td>
<td>No formal assessment or activities are undertaken in week 0</td>
</tr>
<tr>
<td>1</td>
<td>Please check end of unit guide for unit schedule</td>
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<tr>
<td>11</td>
<td></td>
<td></td>
</tr>
<tr>
<td>12</td>
<td>SWOT VAC</td>
<td>No formal assessment is undertaken SWOT VAC</td>
</tr>
</tbody>
</table>
Assessment Requirements

Assessment Tasks

Participation

A key element of the learning approach deployed in this unit is the use of simulations, negotiation role plays and discussion of ‘real live’ examples. This requires you to draw on your own experiences – in your personal and professional life – which involve conflict and negotiations. This form of experiential learning is highly rewarding, but asks more of students than you might generally be required to do in most classes. Your active participation in class is critical.

Participation contributes 20 percent of your final grade (see below). Each week, the lecturer will review how each class was conducted and individual contributions in the form of participation. This review will be based on the following types of criteria:

- the frequency of participation in class discussions;
- the extent to which contributions demonstrate student engagement with readings;
- active participation in group negotiation exercises conducted each week in class; and
- the capacity to relate class exercises / case studies / experiences in negotiation to concepts and readings.

Assessment task 1

Title: Major Negotiation Exercise

Due date: 4 October 2011

Details of task:

This is an assignment for individual students. A key element of the learning approach in this unit is the use of class exercises and simulations. Given the importance of this ‘experiential learning’, the first assessment task is designed to enable students to take this experience and understand it in the context of the ideas and concepts covered by the unit.

This task will require students to provide a reflection and analysis of the Major Negotiation Exercise undertaken in Week 7.

You are asked to provide a report which responds to a number of questions (see below) based on your experience in the negotiation exercise. In writing your answer, you are asked to explicitly relate the experience with the key ideas and concepts covered in lectures and weekly readings. Your answer should draw on materials covered in Weeks 1-6.

Your report should address the following:

- Briefly describe the negotiation as it unfolded in your group.
- What were the positions taken the parties? What were the underlying interests of the parties?
- How important do you think it is to distinguish between positions and interests for:
  - the dynamics of the negotiation process?
the negotiated outcome?

♦ If you were to participate in this exercise again, how do you think you might approach it? How do you think your different approach would have influenced the outcomes of the negotiation?

Word limit:
Up to 2500 words

Weighting/Value:
30%

Estimated return date:
Assignments will be returned in class on Day 5 of the program.

Criteria for marking:
The faculty marking rubric is available at:


All assignments that are awarded a fail mark are automatically submitted to a second examiner for re-assessment.

Penalties for late lodgement:
Students seeking an extension of time for submitting an assignment must obtain permission from the chief examiner or unit coordinator prior to the due date.

Assessment coversheet:
Work submitted for assessment must be accompanied by a completed copy of the Assessment Cover Sheet (http://www.buseco.monash.edu.au/student/forms/index.html) which has been signed by the student. NO assignment will be accepted or marked if it is not accompanied by a signed Assessment Cover Sheet.

* Assessment task 2

Title:
Participation/Class Exercises

Due date:
On-going throughout the program

Details of task:
The nature of this unit requires you to be an active participant in class each week (see ‘Participation’ above). Each week, students will be asked to participate in a class exercises and negotiation simulations. These are critical learning tools and your participation is vital to how well they work.

The class also involves group discussions. You are expected to be an active participant in these learning exercises.

Weighting/Value:
20%

Estimated return date:
Your Participation Mark will be emailed directly to you by Friday 11 March, 2011.

Criteria for marking:
The faculty marking rubric is available at:

Examinations

- Examination 1

  Weighting:
  50%

  Length:
  3 hours

  Type (open/closed book):
  Closed book

  Hurdle requirements:
  There is a hurdle requirement in this unit.

  The learning outcomes in this unit require students to demonstrate in the individual summative assessment task a comprehensive understanding of the topics covered in the unit. This is demonstrated by the requirement that the student must attain a mark of at least 50% in the final summative assessment task.

  A student's final mark is normally the sum of the marks obtained in all of the individual assessment items in the unit. Where a student fails the unit solely because of failure to satisfy the hurdle requirement a mark of 48 will be returned for the unit.

Electronic devices allowed in the exam:
None

Assignment submission

Hard copy submission

Assignments must include a cover sheet. The coversheet is accessible via the Monash portal page located at http://my.monash.edu.au under the heading 'Learning and teaching tools.' Please keep a copy of tasks completed for your records.

Hard copy submission of assignments are to be made in class on the due date (4 October)

Online submission

If Electronic Submission has been approved for your unit, use only the MUSO assignment submit tool. Do not submit files attached to email. Log into MUSO http://muso.monash.edu.au and select the unit for which you wish to submit work.

- Unless you have made prior arrangements with your lecturer, only the following file formats will be accepted: .doc, .rtf, .txt, .pdf, .html;
- It is essential you adhere to the following format for the naming of the file you wish to submit:
  - it must contain your Authcate name; and
  - there must be no space in the filename.

- You will receive a confirmation message within MUSO once you have successfully submitted your assignment within the electronic dropbox.
- Comments and grading of your assessment will be communicated to you either by MUSO, email, or post.
Assessment Requirements

Instructions for submitting an assignment electronically using MUSO are found at: http://www.monash.edu.au/muso/support/students/assignment.html

Extensions and penalties

Students seeking an extension of time for submitting an assignment must obtain permission from the chief examiner or unit coordinator prior to the due date.

Returning assignments

Assignments will be returned to students in class in Week 12.

Resubmission of assignments

There is no provision for students to revise and re-submit their assignment.

Referencing requirements

Referencing requirements are detailed in the Q-manual at:

Other Information

Policies

Monash has educational policies, procedures and guidelines, which are designed to ensure that staff and students are aware of the University’s academic standards, and to provide advice on how they might uphold them. You can find Monash's Education Policies at: http://policy.monash.edu.au/policy-bank/academic/education/index.html

Key educational policies include:

- Plagiarism (http://www.policy.monash.edu/policy-bank/academic/education/conduct/plagiarism-policy.html)
- Special Consideration (http://www.policy.monash.edu/policy-bank/academic/education/assessment/special-consideration-policy.html)
- Grading Scale (http://www.policy.monash.edu/policy-bank/academic/education/assessment/grading-scale-policy.html)
- Discipline: Student Policy (http://www.policy.monash.edu/policy-bank/academic/education/conduct/student-discipline-policy.html)
- Academic Calendar and Semesters (http://www.monash.edu.au/students/key-dates/);
- and

Student services

The University provides many different kinds of support services for you. Contact your tutor if you need advice and see the range of services available at www.monash.edu.au/students

The Monash University Library provides a range of services and resources that enable you to save time and be more effective in your learning and research. Go to http://www.lib.monash.edu.au or the library tab in my.monash portal for more information.

Students who have a disability or medical condition are welcome to contact the Disability Liaison Unit to discuss academic support services. Disability Liaison Officers (DLOs) visit all Victorian campuses on a regular basis

- Website: http://adm.monash.edu/sss/equity-diversity/disability-liaison/index.html;
- Telephone: 03 9905 5704 to book an appointment with a DLO;
- Email: dlu@monash.edu
- Drop In: Equity and Diversity Centre, Level 1 Gallery Building (Building 55), Monash University, Clayton Campus.

Blackboard (MUSO)

All unit and lecture materials, plus other information of importance to students, are available through the MUSO (Monash University Studies Online) site. You can access MUSO via the My.Monash Portal: http://my.monash.edu.au
**You can contact MUSO Support by:**


**Email:**  muso.support@calt.monash.edu.au

**Phone:**  (+61 3) 9903-1268

Further information can be obtained from the following site

## UNIT SCHEDULE

<table>
<thead>
<tr>
<th>Week</th>
<th>Topic</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>An introduction to negotiation</td>
</tr>
<tr>
<td>2</td>
<td>Matching Strategies and Situation: Understanding the Importance of Context in Negotiations</td>
</tr>
<tr>
<td>3</td>
<td>Preparing for Negotiation</td>
</tr>
<tr>
<td>4</td>
<td>Developing a Negotiation Style</td>
</tr>
<tr>
<td>5</td>
<td>Trust and Reputation</td>
</tr>
<tr>
<td>6</td>
<td>Communication in negotiations</td>
</tr>
<tr>
<td>7</td>
<td>Major negotiation simulation</td>
</tr>
<tr>
<td>8</td>
<td>Power, Persuasion and Ethics</td>
</tr>
<tr>
<td>9</td>
<td>Creativity and Problem Solving</td>
</tr>
</tbody>
</table>
### Other Information

<table>
<thead>
<tr>
<th>Mid semester break</th>
<th>10</th>
<th>Framing in negotiations</th>
</tr>
</thead>
<tbody>
<tr>
<td>11</td>
<td>Cross-cultural negotiations</td>
<td></td>
</tr>
<tr>
<td>12</td>
<td>Best practice negotiation</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Review and evaluation</td>
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<td></td>
<td>SWOT VAC</td>
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</tbody>
</table>

**Examination period**

LINK to Assessment Policy: