MGMT2004
Negotiation
Semester 1, 2014

This elective course is designed to provide students with the skills needed to negotiate effectively in the international business environment. It introduces general negotiation theory and specific strategic methodologies useful in the rapidly shifting environment of international business. It develops these strategic themes and aims to help students identify and respond to unprincipled tactics, while gaining confidence in employing principled tactics when negotiating with particularly uncooperative or hostile parties in difficult environments. Particular emphasis is given to the range of diverse communication and negotiation techniques required to meet the cross-cultural challenges of contemporary regional and global markets.

Mode of Delivery
On campus
1 x 3 hour seminar per week [Friday, 2.00pm - 5.00pm; GO030, Copland Building]

Prerequisites
None

Incompatible Courses
None

Course Convenor:
Dr. Deshani Ganegoda
Phone:
+61 2 61256180
Email:
d.ganegoda@anu.edu.au (preferred method of contact)

Office hours for student consultation:
Thursday, 9.30am – 10.30am, or by appointment
Room 1075, 26C Crisp Building

Research Interests
Organizational Behaviour
Negotiation and Conflict Management

Student administrator/s
RSM Student Office (Monday to Friday 9am to 5pm)
COURSE OVERVIEW

Learning Outcomes

Upon successful completion of the requirements for this course, students will be able to:

1. articulate the core ideas of principled negotiation and illustrate their application in negotiation for mutual benefit;
2. explain and illustrate different negotiation and decision-making strategies;
3. explain and illustrate hostile and difficult negotiation tactics and strategies for dealing with them;
4. explain how bargaining can include joint problem solving, and collaborative exploration of options and facts material to a negotiation;
5. make considered judgments about a best alternative to a negotiated agreement (BATNA), and a zone of possible agreement (ZoPA);
6. identify personal strengths and weaknesses in a negotiation setting; and, comment on cultural differences in negotiation styles.

Proposed Assessment (Summary): Assessment for this course will be confirmed after consultation with students at the first lecture of the semester. If there are any changes to the assessment, those changes will be publicised on Wattle.

<table>
<thead>
<tr>
<th>Assessment Task</th>
<th>Value</th>
<th>Due Date</th>
<th>Linked Learning Outcomes</th>
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<tbody>
<tr>
<td>1. Observation and analysis papers (20 points x 2)</td>
<td>40%</td>
<td>Paper 1: 4.00pm, 17th March</td>
<td>LO1 – LO6</td>
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<td>Paper 2: 4.00pm, 5th of May</td>
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<tr>
<td>2. Mid-term exam (1-hour; 40 multiple choice questions)</td>
<td>20%</td>
<td>4th of April</td>
<td>LO1 – LO5</td>
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<tr>
<td>3. Final exam (3-hours)</td>
<td>40%</td>
<td>TBA</td>
<td>LO1 – LO5</td>
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Research-Led Teaching

This course allows students to develop negotiation skills experientially and to understand communication in useful research-based analytical frameworks. In addition, the course introduces students to the latest scholarly research and
illustrates ways in which findings of empirical research can be utilized to improve negotiation outcomes.

**Feedback**

**Staff Feedback**

Students will be given feedback in the following forms in this course:

1. Written comments
2. Verbal comments
3. Feedback to the whole class

**Student Feedback**

ANU is committed to the demonstration of educational excellence and regularly seeks feedback from students. One of the key formal ways students have to provide feedback is through Student Experience of Learning Support (SELS) surveys. The feedback given in these surveys is anonymous and provides the Colleges, University Education Committee and Academic Board with opportunities to recognize excellent teaching, and opportunities for improvement.

For more information on student surveys at ANU and reports on the feedback provided on ANU courses, go to:


**Policies**

ANU has educational policies, procedures and guidelines, which are designed to ensure that staff and students are aware of the University’s academic standards, and implement them. You can find the University’s education policies and an explanatory glossary at: [http://policies.anu.edu.au/](http://policies.anu.edu.au/)

Students are expected to have read the Code of Practice for Student Academic Integrity before the commencement of their course.

Other key policies include:

- Academic Progress
- Assessment of Student Learning
- Assessment Review and Appeals
- Course Assessment: Consultation and Finalisation
- Student Feedback on Teaching and Learning
- Insert College policies on extensions, late submissions, etc as appropriate
## COURSE SCHEDULE

<table>
<thead>
<tr>
<th>Week</th>
<th>Topic</th>
<th>Required student preparation (readings for lectures)</th>
<th>Assignment Deadlines</th>
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<tbody>
<tr>
<td><strong>Week 1</strong>&lt;br&gt;21 Feb</td>
<td><strong>NOTE: A lecture will be held on Friday the 21st of Feb.</strong> Introduction to course and assessment. Negotiation fundamentals</td>
<td>Read Course Outline Ch 1</td>
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<tr>
<td><strong>Week 2</strong>&lt;br&gt;28 Feb</td>
<td>Distributive bargaining</td>
<td>Ch 2</td>
<td></td>
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<tr>
<td><strong>Week 3</strong>&lt;br&gt;7 March</td>
<td>Integrative bargaining</td>
<td>Ch 3</td>
<td></td>
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<tr>
<td><strong>Week 4</strong>&lt;br&gt;14 March</td>
<td>Planning for negotiations</td>
<td>Ch 4</td>
<td></td>
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<tr>
<td><strong>Week 5</strong>&lt;br&gt;21 March</td>
<td>Perception, cognition, and emotion in negotiation</td>
<td>Ch 5</td>
<td>O &amp; A Paper 1 due</td>
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<tr>
<td><strong>Week 6</strong>&lt;br&gt;28 March</td>
<td>Concessions, reciprocity, and trust</td>
<td>Ch 6</td>
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<tr>
<td><strong>Week 7</strong>&lt;br&gt;4 April</td>
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<td>Mid-term exam</td>
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### SEMESTER BREAK

| Week 8<br>25 April | No Lecture: Anzac Day holiday |  |  |
| **Week 9**<br>2 May | Power and ethics in negotiation | Ch 7 & 8 |  |
| **Week 10**<br>9 May | Relationships in negotiation | Ch 9 | O & A Paper 2 due |
| **Week 11**<br>16 May | Negotiating with an agent | Reading material will be posted on Wattle |  |
| **Week 12**<br>23 May | Multiple parties and teams | Ch 10 |  |
| **Week 13**<br>30 May | International and cross-cultural negotiation | Ch 11 |  |

## ASSESSMENT REQUIREMENTS
Assessment Task 1: Observation and Analysis Papers (Individual assessment)

Details of task: Observation and analysis papers require students to reflect on and analyse the experiences they have had during their in-class negotiation sessions. The first paper should be based on 2 negotiations you completed during Weeks 1-4. The second paper should be based on 2 negotiations you completed during Weeks 5-9.

These papers must be partly descriptive, but mostly analytical. In terms of the descriptive part of the paper, students are required to describe the negotiation in terms of (a) what you expected in the situation; (b) how you prepared for the negotiation; and (c) how you and others in the group behaved. In terms of the analytical part of the paper, students are required to discuss (a) what you learned about your negotiation skills; (b) what you learnt about your partner’s intentions and negotiation style; (c) the outcomes of the negotiation (tangible and intangible); and (d) what you would do differently the next time you are in a similar situation. The analytical portion of the paper should integrate key concepts you have learned through the lectures and readings. Each paper should be no more than 1300 words long. The paper should be formatted as follows: Times New Roman 12 font, 1.5 spacing, and 1 inch margins all around.

Assessment Rubric: See the marking criteria on Wattle
Value: 40% (20% each)

Submission requirements: Students must submit the papers via Wattle. First paper is due by 4.00pm, Monday the 17th of March. The second paper is due by 4.00pm, Monday the 5th of May. You must keep a copy of your assignments for your records.
Estimated return date: Week 9 (paper 1) and Week 13 (paper 2)

Assessment Task 2: Mid-term Quiz (Individual assessment)

Details of task: The exam will include 40 multiple-choice questions. These questions will be related to the chapters covered before the exam and will come from the class lectures, discussions, and the textbook.
Value: 20%

Submission requirements: Students are responsible for bringing their own pencils to the exam. Multiple-choice question answer sheets will be provided.
Estimated return date: Week 9

Assessment Task 3: Final Exam (3 hours; Individual assessment)

Details of task: The exam will include 40 multiple-choice questions and 4 essay questions. These questions will be related to the chapters covered before the exam and will come from the class lectures, discussions, and the textbook. The final exam is not cumulative. Students are responsible for bringing their own pencils to the exam. Multiple-choice question answer sheets will be provided.
Value: 40%

The timing of the final exam is scheduled by the central examinations of the university (not the course instructor), see: http://timetable.anu.edu.au/exams/
Applications for a Special Examination can be made with the appropriate form: http://cbe.anu.edu.au/college/schools-centres/rsm/student-resources/forms/

Identify your Assignment with your Student Number only

When submitting your assignment please ensure that it contains your student number in the file name and on the first page. Please do not put your name anywhere in your assignment.

Use of Assignments as exemplars and grade moderation

An important resource for enhancing educational quality is a stock of student work which can be de-identified and used as exemplars for future students in ANU courses, and for grade moderation exercises for teaching staff. If you do not wish your assignment to be used for such purposes please include a note to that effect on the front page of the assignment.

Late submission of Assignments

If an assignment is submitted after the due date it will not be marked unless an application for Special Consideration is approved. An application for Special Consideration must:

- where relevant include a medical report completed by a medical practitioner (an ordinary "medical certificate" is not sufficient);
- include a copy of as much of the assignment as has been completed by the due time and date; and
- be submitted as soon as practicable, preferably before or on the due date.

In general, a successful application for Special Consideration will result in the marking of the work completed at the due date with some upward adjustment of the mark, rather than an extension of time. However, in extenuating circumstances, supported by appropriate documentation, an extension may be granted.

Note that decisions about Special Consideration are not made by the teaching staff for this course.

Returning assignments

Observation and analysis papers and graded mid-term exam will be returned to students in the seminar. Students will be able to collect their graded final exam paper from the RSM school office.

Resubmission of assignments

Only under major medical conditions supported by medical documentation can students resubmit an assignment.

Referencing requirements
Students must use the Harvard Referencing style for all written assignments. See https://academicskills.anu.edu.au/resources/listing/142

**Examination material or equipment**  
Students are responsible for bringing their own pencils to the exam. Multiple-choice question answer sheets will be provided.

**Announcements**  
It is the students’ responsibility to check the Wattle site for announcements about this course (e.g., changes to course outline, timetable, or notifications of cancellations). Notifications of emergency cancellations of lectures or tutorials will be posted on the door of the relevant room.

**Workload**  
Students taking this course are expected to commit at least 10 hours a week to completing the work. This will include 3 hours per week in class and at least 7 hours a week on average (including non-teaching weeks) on course reading, research, writing and assignment work.

**Prescribed Texts and Reference Materials**

**Prescribed Texts**  

**Recommended Readings**  
Selected readings will be provided in tutorials and on Wattle.

**Support for Students**  
The University offers a number of support services for students. Information on these is available online from [http://students.anu.edu.au/studentlife/](http://students.anu.edu.au/studentlife/)