SCHOOL OF INDUSTRIAL RELATIONS AND ORGANISATIONAL BEHAVIOUR

MGMT 3721

NEGOTIATION SKILLS

COURSE HANDOUT (ABRIDGED)

SESSION TWO 2004

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Convenor’s Consultation Hours:
TBA

NOTE: This is not a distance-learning course. Whilst the lecturer welcomes email inquiries about specific administrative or logistical issues and problems, students requiring more detailed advice should consult the lecturer in person or telephone rather than by email.

BRIEF DESCRIPTION OF COURSE

This course provides a set of generic concepts and skills for negotiation and resolving interpersonal and inter-group conflicts. Students gain the opportunity to work with theory,
skills and processes of negotiation relevant to a wide range of contexts: commercial; organisational; community; political and public policy; legal; and industrial relations. The course will provide an analytical understanding of negotiations, including negotiation planning, strategy and tactics, as well as the development of the practical skills necessary for implementation of this knowledge. Students will gain these practical skills through participation in negotiation workshops. The workshop programme is made up of negotiation role play exercises which develop in complexity as the course progresses.

**COURSE OBJECTIVES**

1. to address the basic concepts and structures of negotiation through a discussion of ideas of power, models of negotiation behaviour and communication strategies;
2. to develop skills in negotiation through a demonstration of the ideas and concepts presented in the course in various situations of conflict;
3. to give students valuable experience in diagnosing, planning, preparing for and participating in a range of negotiations;
4. to help students to develop an understanding of the particular dynamics of individual, group, constituency and coalition negotiations;
5. to encourage awareness of and sensitivity to the cultural dimensions of conflict management and negotiation;
6. to encourage students to consider ethical dimensions of negotiation and conflict resolution;
7. to improve the research, critical thinking, writing and speaking skills of students;
8. to encourage greater self-reflection regarding conflict and its management;
9. to foster the development of planning and teamwork skills.

**EXPECTED LEARNING OUTCOMES**

On successful completion of this course, a student should be able to:

1. Discuss and use relevant theory regarding negotiation;
2. Diagnose a conflict situation in terms of the positions and underlying interests at stake;
3. Explain the range of choices regarding negotiation strategy and the most appropriate circumstance for using each;
4. Develop appropriate plans for different negotiation scenarios;
5. Carry out a simple distributive negotiation;
6. Undertake an integrative negotiation alone or as part of a team;
7. Explain and demonstrate how power and ethical considerations can conditions negotiation processes;
8. Explain the circumstances in which coalition negotiations offer strategic advantages;
9. Explain the implications of constituency negotiations;
10. Explain some of the main complexities regarding cross-national/cross-cultural negotiations;
11. Evaluate the opportunities for third-party negotiation, particularly through conciliation and mediation;
12. Display improved skills in independent research, critical analysis, self-reflection and problem-solving;
13. Show evidence of improved verbal and written communication skills;
14. Display skills in planning, team-work and persuasion.
LECTURE AND WORKSHOP SCHEDULE

Lectures: Wednesdays 18.00-19.00
Workshops: Wednesdays 14.-16.00 (Weeks 3 to 14 only).
            Thursdays 16.00 – 18.00 (Weeks 3 to 14 only)

ORGANISATION OF COURSE

The lectures introduce conceptual material and provide information for general skills development in negotiation. During the workshops students will be required to make use of and test the applicability of the conceptual material by undertaking exercises and role plays. The role plays are designed to assist students to develop their negotiation skills.

TEXTS AND READINGS

Required readings are noted (*) for each lecture topic in this course guide. These come entirely from the textbook.

The textbook is


If possible, students should also try to get a copy of:


The bookshop will sell this together with the textbook in a single package for a discounted price.

ASSESSMENT

There will be three items of assessment plus a mark for informed, active workshop participation:

1. An examination on the material covered in weeks 1 to 4. This assessment item accounts for 20 per cent of total assessment. The examination will be made up of shorter or multiple choice questions, be of one hours duration, and will be held in the week 5 lecture.

2. A workshop paper in which students analyse particular facets of the negotiation performed during the workshop in week 7. The course convenor will provide you with the precise instructions for that negotiation prior to week 7.

This assessment item accounts for 25 per cent of total assessment (up to 5 marks are available for preparing a plan of the negotiation exercise and the remaining 20 marks are allocated to the paper). The written paper should be about 1,500 words in length. The negotiation plan should be about 500 words. The workshop paper is due at the end of week 8.

In answering the question posed, a good paper will address:

- A brief summary of the nature of the negotiating problem;
- The preparation that you did, including your goals, interests and objectives;
- The progression of events in the role play;
- The strategy and tactics adopted by both parties;
- The solution you achieved and how you ‘defend’ your solution against your earlier goals and objectives;
Integration of the analytical tools from the readings;
What you learned from the role play, reflecting upon it and writing the paper.

Students should demonstrably have used at least 4 references. Be sure to thoroughly justify your analysis using the appropriate literature and to use correct referencing.

Students must write a negotiation plan prior to the performance of this role play. You must hand in a copy of this plan to the course convenor at the commencement of the role play, and also attach a copy to the written assessment item. The planning notes do not form part of the word length for the analysis paper itself.

3. A briefing paper based on documentation and analysis of a negotiation completed in weeks 11 and 12. The course convenor will provide you with precise instructions for that negotiation and the briefing paper in the weeks prior to week 11. Criteria for a good paper are similar to those for the workshop paper (above).

This assessment item accounts for 35 per cent of total available assessment. Five marks are allocated for preparing a plan of the negotiation and the remaining 30 marks are available for the paper. The paper should be about 2,500 words long. The negotiation plan should be about 500 words long.

Students should demonstrably have used at least 7 references.

Again, the preparation and planning notes made by each student are to be attached to the written assessment item. The planning notes do not form part of the word length for the analysis paper itself.

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<thead>
<tr>
<th>Assessment Item</th>
<th>Length</th>
<th>Weighting</th>
<th>Due Date or Exam Date</th>
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<tbody>
<tr>
<td>Examination</td>
<td>Week 5 (1 hour)</td>
<td>20 %</td>
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<tr>
<td>Workshop paper</td>
<td>1500 word paper (20 %) Week 8 500 word plan (5 %)</td>
<td>25 %</td>
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<tr>
<td>Briefing paper</td>
<td>2500 word paper (30 %) Week 13 500 word plan (5 %)</td>
<td>35 %</td>
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<tr>
<td>Active, informed workshop participation</td>
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<td>20 %</td>
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**ASSESSMENT ITEMS: RATIONALE**

*The examination*

The examination will test students' knowledge and understanding of the fundamentals and sub-processes of negotiation discussed in weeks 1-4. This material forms the foundation of
developing the ability to analyse and prepare for a negotiating situation and to complete the remaining assessment items.

The workshop paper

This assessment item requires students to critically reflect on the planning and implementation of a less complex negotiation role play. Planning is an important element of negotiation and students' skills in this area are assessed with reference to their written plans for the negotiation.

The briefing paper

The paper is designed to assess students’ skills in planning, implementing and analysing a longer, more complex, team-based negotiation. It involves both documentation and analysis of students’ strategy and a demonstration of skills in negotiating a major organisational conflict. Planning is an important element of negotiation and students’ skills in this area are assessed with reference to a written plan for the proposed negotiation.

Active, informed workshop participation

Marks for informed participation will reflect students' weekly reading, verbal contributions to discussion of role play exercises and involvement in exercises. The convenor understands and makes allowances for the fact that for some of you English is not your first language. Verbal style or facility is NOT the most important thing. Willingness to participate and the ability to use theory to solve and reflect upon negotiation challenges are the central issues.