



UNSW Course Outline

MGMT5912 Negotiating in Global Context - 2024

Published on the 29 Jan 2024

General Course Information

Course Code : MGMT5912

Year : 2024

Term : Term 1

Teaching Period : T1

Is a multi-term course? : No

Faculty : UNSW Business School

Academic Unit : School of Management and Governance

Delivery Mode : In Person

Delivery Format : Standard

Delivery Location : Kensington

Campus : Sydney

Study Level : Postgraduate

Units of Credit : 6

Useful Links

[Handbook Class Timetable](#)

Course Details & Outcomes

Course Description

Negotiation skills are required of practitioners in most fields and industries to nurture business relationships, solve problems, ensure profitable deals and manage teams. Negotiations in a global era involve adapting strategy and tactics with an appreciation for cross-cultural

differences. This course provides students with frameworks to understand negotiation structure and strategy, and practical skills to plan for negotiations, deliver negotiation strategy, persuade and influence in a variety of situations, and within a variety of cultures.

Course Aims

Relationship to Other Courses

The course aims are to:

- Provide an understanding of concepts and strategies in negotiation;
- Give students practical negotiation experience via negotiation simulations;
- Foster students abilities to plan, prepare, and analyse negotiation situations;
- Build critical thinking, writing, and communication skills;
- Encourage critical self reflection;
- Enhance students abilities to communicate strategically.

This course has no pre-requisites and assumes no prior knowledge of business as it is open to students from outside the Business School.

Course Learning Outcomes

Course Learning Outcomes	Program learning outcomes
CLO1 : Discuss and utilise negotiation theory relevant to planning for and executing negotiations in an international and/or cross-cultural setting	<ul style="list-style-type: none">• PLO1 : Business Knowledge• PLO6 : Global and Cultural Competence
CLO2 : Explain decisions and behaviour in negotiations	<ul style="list-style-type: none">• PLO1 : Business Knowledge
CLO3 : Develop negotiation comprehensive negotiation plans	<ul style="list-style-type: none">• PLO1 : Business Knowledge• PLO2 : Problem Solving
CLO4 : Analyse and appreciate the role of relationships in negotiation processes	<ul style="list-style-type: none">• PLO1 : Business Knowledge
CLO5 : Explain how ethical factors can condition international and/or cross-cultural negotiation processes	<ul style="list-style-type: none">• PLO5 : Responsible Business Practice
CLO6 : Display improved skills in research and planning, critical analysis, self-reflection and problem-solving in relation to international and/or cross-cultural negotiations	<ul style="list-style-type: none">• PLO2 : Problem Solving• PLO6 : Global and Cultural Competence
CLO7 : Display improved skills in facilitating breakout sessions in small groups, and ability to undertake a negotiation as part of a team	<ul style="list-style-type: none">• PLO4 : Teamwork

Course Learning Outcomes	Assessment Item
CLO1 : Discuss and utilise negotiation theory relevant to planning for and executing negotiations in an international and/or cross-cultural setting	<ul style="list-style-type: none"> • Negotiation plan • Cultural Profile • Reflective Exam
CLO2 : Explain decisions and behaviour in negotiations	<ul style="list-style-type: none"> • Cultural Profile • Reflective Exam
CLO3 : Develop negotiation comprehensive negotiation plans	<ul style="list-style-type: none"> • Negotiation plan
CLO4 : Analyse and appreciate the role of relationships in negotiation processes	<ul style="list-style-type: none"> • Negotiation plan • Cultural Profile • Reflective Exam
CLO5 : Explain how ethical factors can condition international and/or cross-cultural negotiation processes	<ul style="list-style-type: none"> • Cultural Profile • Reflective Exam
CLO6 : Display improved skills in research and planning, critical analysis, self-reflection and problem-solving in relation to international and/or cross-cultural negotiations	<ul style="list-style-type: none"> • Negotiation plan • Cultural Profile • Reflective Exam
CLO7 : Display improved skills in facilitating breakout sessions in small groups, and ability to undertake a negotiation as part of a team	<ul style="list-style-type: none"> • Negotiation plan

Learning and Teaching Technologies

Moodle - Learning Management System

Learning and Teaching in this course

This course takes an experiential learning approach. Theory is taught in lectures and then implemented in the workshops such that students are offered opportunities to experiment with techniques and build skills through experience and reflection. All classes are offered face-to-face

Lectures

Lectures are organized around key themes in negotiation theory. Lectures aim to build the analytical foundation for strong negotiation skills. Lectures are interactive and involve student participation through comments, questions, and short exercises. Students must complete the required readings to engage in an informed discussion during the lecture. Lecture content and assigned readings are designed to enhance and inform students' learning in the workshop conducted during the same week.

Tutorials

Tutorials provide students with an opportunity to apply their learning from the course readings, theory, and lecture content in simulated negotiation scenarios. This is where students can trial the techniques taught in lectures to gain confidence, assess their strengths and areas for improvement, and practice delivering strategy, all within a non-judgmental space. The negotiation simulations, conducted in weekly workshops, are designed to reproduce a typical scenario that negotiators are likely to experience in their personal or professional lives. Each week's scenario speaks to the themes covered in the previous week's lecture.

Exercises involve preparation, guided by the facilitator, and role play. The teaching team continuously strives to provide a safe and supportive learning environment where you feel comfortable experimenting with different negotiation styles, tactics, and strategies. The outcomes of your in-class negotiations are not assessed.

We encourage you to Be Bold! Be brave! Try New Things, and Transform Your Communication and Negotiation Capabilities.

Assessments

Assessment Structure

Assessment Item	Weight	Relevant Dates	Program learning outcomes
Negotiation plan Assessment Format: Individual	30%	Start Date: Not Applicable Due Date: 11/03/2024 01:00 PM	<ul style="list-style-type: none">• PLO1 : Business Knowledge• PLO2 : Problem Solving• PLO4 : Teamwork• PLO6 : Global and Cultural Competence
Cultural Profile Assessment Format: Individual	30%	Start Date: Not Applicable Due Date: 25/03/2024 01:00 PM	<ul style="list-style-type: none">• PLO1 : Business Knowledge• PLO2 : Problem Solving• PLO5 : Responsible Business Practice• PLO6 : Global and Cultural Competence
Reflective Exam Assessment Format: Individual	40%	Start Date: Not Applicable Due Date: 26/04/2024 01:00 PM	<ul style="list-style-type: none">• PLO1 : Business Knowledge• PLO2 : Problem Solving• PLO5 : Responsible Business Practice• PLO6 : Global and Cultural Competence

Assessment Details

Negotiation plan

Assessment Overview

Plan on negotiation

Course Learning Outcomes

- CLO1 : Discuss and utilise negotiation theory relevant to planning for and executing negotiations in an international and/or cross-cultural setting
- CLO3 : Develop negotiation comprehensive negotiation plans
- CLO4 : Analyse and appreciate the role of relationships in negotiation processes
- CLO6 : Display improved skills in research and planning, critical analysis, self-reflection and problem-solving in relation to international and/or cross-cultural negotiations
- CLO7 : Display improved skills in facilitating breakout sessions in small groups, and ability to undertake a negotiation as part of a team

Detailed Assessment Description

Research suggests that planning is the best thing you can do to improve negotiation performance. This course will introduce a planning process that you are expected to use in preparation for workshop simulations and, hopefully, real-life negotiations. This assignment assesses your ability to create a full negotiation plan based on a thoughtful analysis of the negotiation scenario. There are no wrong choices when developing a negotiation plan; there are just less appropriate and more appropriate choices. This assignment asks you to explain your planning choices, sharing your rationale and thought processes. The more persuasive your explanation, the more appropriate your choices will appear.

Assessment Length

2 pages (Page 1: Negotiation Plan & Page 2: Explanations)

Assessment information

PLEASE NOTE:

Plans must be submitted before the start of your week 5 tutorial as it is a prerequisite for the W5 negotiation simulation.

****Late submissions beyond this point will NOT be accepted without special considerations approval.**

Short extensions are not available for this assessment. Requests for extensions for this assessment must be applied through UNSW's special consideration unit (<https://>

[www.student.unsw.edu.au/special-consideration\).](http://www.student.unsw.edu.au/special-consideration)

Assignment submission Turnitin type

This assignment is submitted through Turnitin and students do not see Turnitin similarity reports.

Cultural Profile

Assessment Overview

A short video presentation regarding cultural differences in negotiations

Course Learning Outcomes

- CLO1 : Discuss and utilise negotiation theory relevant to planning for and executing negotiations in an international and/or cross-cultural setting
- CLO2 : Explain decisions and behaviour in negotiations
- CLO4 : Analyse and appreciate the role of relationships in negotiation processes
- CLO5 : Explain how ethical factors can condition international and/or cross-cultural negotiation processes
- CLO6 : Display improved skills in research and planning, critical analysis, self-reflection and problem-solving in relation to international and/or cross-cultural negotiations

Detailed Assessment Description

This assignment will provide you with an opportunity to analyse the cultural literature and relate it to negotiations in a practical way. You are asked to choose a culture you find interesting and develop a cultural negotiation profile. The purpose of the profile is to give practical advice about how to negotiate with people from that culture: What do we need to know in order to negotiate effectively?

Assessment Length

5-10 video recording

Submission notes

Submit Video Link on Moodle

Assessment information

Short extensions of a maximum of 2 days are available for this assessment. To be eligible for short extensions, you must follow the instructions provided by UNSW Special Consideration. All other requests for extensions to submit this assessment task must be applied through UNSW's Special Consideration.

Assignment submission Turnitin type

This is not a Turnitin assignment

Reflective Exam

Assessment Overview

A final reflective analysis of learning throughout the course

Course Learning Outcomes

- CLO1 : Discuss and utilise negotiation theory relevant to planning for and executing negotiations in an international and/or cross-cultural setting
- CLO2 : Explain decisions and behaviour in negotiations
- CLO4 : Analyse and appreciate the role of relationships in negotiation processes
- CLO5 : Explain how ethical factors can condition international and/or cross-cultural negotiation processes
- CLO6 : Display improved skills in research and planning, critical analysis, self-reflection and problem-solving in relation to international and/or cross-cultural negotiations

Detailed Assessment Description

This assessment pulls together everything we have covered in this course and allows you to showcase all that you have learnt. This assessment asks you to engage in a real negotiation, and then analyse what happened, using frameworks from the course.

You are not graded on the outcomes of the negotiation for two reasons: 1) We all started this course with a different level of negotiation skills, and 2) we have learnt that there are always at least two sides to the negotiation, and we cannot fully control our counterpart(s).

You ARE graded on your effort and understanding in unpacking and analysing negotiation outcomes. One of the course aims is to improve your ability to reflect. Reflection is essential for continuously improving negotiation abilities: This assessment asks you to reflect on your negotiation by first analysing what had happened and why, and then identifying your strengths, areas for improvement and future skill development. This assessment requires deep awareness of your planning skills, your biases, your negotiation style and your negotiation skills.

Assessment Length

2,000 words

Assessment information

Short extensions of a maximum of 2 days are available for this assessment. To be eligible for short extensions, you must follow the instructions provided by UNSW Special Consideration. All

other requests for extensions to submit this assessment task must be applied through UNSW's Special Consideration.

Assignment submission Turnitin type

This assignment is submitted through Turnitin and students do not see Turnitin similarity reports.

General Assessment Information

Assessments will be explained in the relevant lectures, and all assessment instructions will be available on Moodle, as well as supporting materials and marking rubrics.

Assignment Submission Procedure

Each assessment has specific submission instructions detailed in the relevant instruction document on Moodle.

Assessment Feedback

Feedback on student performance from formative and summative assessment tasks will be provided to students in a timely manner. Assessment tasks completed within the teaching period of a course, other than a final assessment, will be assessed, and students will be provided with feedback, with or without a provisional result, within 10 working days of submission, under normal circumstances.

Late Submission Penalties

Please see the additional information section under each assessment.

Quality Assurance

The Business School is actively monitoring student learning and quality of the student experience in all its programs. A random selection of completed assessment tasks may be used for quality assurance, such as to determine the extent to which program learning goals are being achieved. The information is required for accreditation purposes, and aggregated findings will be used to inform changes aimed at improving the quality of Business School programs. All material used for such processes will be treated as confidential.

Grading Basis

Standard

Requirements to pass course

In order to pass this course, you must:

- achieve a composite mark of at least 50 out of 100;
- meet any additional requirements described in the Assessment Summary section.

You are expected to attempt all assessment requirements in the course.

Course Schedule

Teaching Week/Module	Activity Type	Content
Week 1 : 12 February - 18 February	Lecture	What is a negotiation and why isn't it straightforward?
	Tutorial	Interests exercises
Week 2 : 19 February - 25 February	Lecture	The DNA of a negotiation, individual differences of negotiators.
	Tutorial	Gtechnica Negotiation Simulation
Week 3 : 26 February - 3 March	Lecture	Strategy: Ways to manage a negotiation
	Tutorial	Pakistani Prunes Negotiation Simulation.
Week 4 : 4 March - 10 March	Lecture	Planning for negotiation success.
	Tutorial	Knight Excalibur Negotiation Simulation.
Week 5 : 11 March - 17 March	Lecture	Building relationships, rapport, and trust.
	Tutorial	Job Offer Negotiation Simulation.
	Assessment	NEGOTIATION PLAN AND EXPLANATION DUE At 1pm before the week 5 lecture Submitted through Turnitin via Moodle. NOTE: Late submission beyond the start time of your tutorial will not be accepted. Submitting your plan is a requirement to attend this week's tutorial.
Week 6 : 18 March - 24 March	Lecture	NO CLASS
Week 7 : 25 March - 31 March	Lecture	Cross-cultural negotiations
	Tutorial	Cultural cues exercises
	Assessment	CULTURAL PROFILES DUE Before the week 7 lecture at 1pm
Week 8 : 1 April - 7 April	Lecture	No Class (Public holiday) The Complex negotiations: Multiple parties, teams, constituencies, agents, and audiences lecture will be replaced with an asynchronous online learning activity.
	Tutorial	Tamarack Negotiation Simulation Please note the Monday tutorials (M19A and M19B) will not be held. Students enrolled in the Monday tutorials will be permitted to attend a different tutorial or provided with an online learning activity. All other tutorials that week will be on as usual.
Week 9 : 8 April - 14 April	Lecture	Tactics, rhetoric, persuasion and influence
	Tutorial	Bestbooks Negotiation Simulation
Week 10 : 15 April - 21 April	Lecture	Measuring Negotiation Success.
	Tutorial	My Future Negotiation Success
	Assessment	Final Reflection Due Friday in Week 11 at 1pm

Attendance Requirements

Students are strongly encouraged to attend all classes and review lecture recordings.

General Schedule Information

Note: for more information on the UNSW academic calendar and key dates including study period, exam, supplementary exam and result release, please visit: <https://student.unsw.edu.au/new-calendar-dates>

Course Resources

Prescribed Resources

REQUIRED READINGS:

All readings will be available on Moodle

RECOMMENDED TEXTBOOK (not required):

Fells, R. and Sheer, N., 2019. Effective negotiation: From research to results. Cambridge University Press.

<https://www.cambridge.org/au/academic/subjects/management/management-general-interest/effective-negotiation-research-results-4th-edition?format=PB>

Hard copies and e-book versions are available for purchase from the UNSW bookshop.

Recommended Resources

See Moodle

Course Evaluation and Development

Feedback is regularly sought from students, and continual improvements are made based on this feedback. At the end of this course, you will be asked to complete the myExperience survey, which provides a key source of student evaluative feedback. Your input into this quality enhancement process is extremely valuable in assisting us in meeting the needs of our students and providing an effective and enriching learning experience. The results of all surveys are carefully considered and lead to action towards enhancing educational quality.

This course builds on knowledge acquired through the course lecturer's research and teaching experience in negotiations and her corporate experience consulting and training. In addition, the course grows out of generations of negotiation courses taught by several faculty members at the UNSW Business School.

Each year, feedback is sought from students about the courses offered in the School, and continual improvements are made based on this feedback. As a result, we have introduced new assignments and exercises that are designed to engage and enrich. Wherever possible, we have

rewritten simulations or provided additional information to make them accessible to students from diverse national contexts. In addition, lecture content has been modified to easily apply to the relevant week's negotiation simulation.

In this course, we seek your feedback through regular communications with the course lecturer and formally through UNSW's myExperience survey at the end of the term.

Staff Details

Position	Name	Email	Location	Phone	Availability	Equitable Learning Services Contact	Primary Contact
Convenor	Kelsey Burton		Business School Level 5, Room 551		By Appointment	Yes	Yes
Tutor	Elaya Yang		Business School Level 5		By Appointment	Yes	No
	Andrew Ng		Business School Level 5		By Appointment	No	No
	Batoul Hodroj		Business School Level 5		By Appointment	Yes	No

Other Useful Information

Academic Information

COURSE POLICIES AND SUPPORT

The Business School expects that you are familiar with the contents of this course outline and the UNSW and Business School learning expectations, rules, policies and support services as listed below:

- Program Learning Outcomes
- Academic Integrity and Plagiarism
- Student Responsibilities and Conduct
- Special Consideration
- Protocol for Viewing Final Exam Scripts
- Student Learning Support Services

Further information is provided on the [key policies and support page](#).

Students may not circulate or post online any course materials such as handouts, exams, syllabi or similar resources from their courses without the written permission of their instructor.

STUDENT LEARNING OUTCOMES

The Course Learning Outcomes (CLOs) – under the Outcomes tab – are what you should be able to demonstrate by the end of this course, if you participate fully in learning activities and successfully complete the assessment items.

CLOs also contribute to your achievement of the Program Learning Outcomes (PLOs), which are developed across the duration of a program. PLOs are, in turn, directly linked to [UNSW graduate capabilities](#). More information on Coursework PLOs is available on the [key policies and support](#) page. For PG Research PLOs, including MPDBS, please refer to the [UNSW HDR Learning Outcomes](#).

Academic Honesty and Plagiarism

As a student at UNSW you are expected to display [academic integrity](#) in your work and interactions. Where a student breaches the [UNSW Student Code](#) with respect to academic integrity, the University may take disciplinary action under the Student Misconduct Procedure. To assure academic integrity, you may be required to demonstrate reasoning, research and the process of constructing work submitted for assessment.

To assist you in understanding what academic integrity means, and how to ensure that you do comply with the UNSW Student Code, it is strongly recommended that you complete the [Working with Academic Integrity](#) module before submitting your first assessment task. It is a free, online self-paced Moodle module that should take about one hour to complete.

Submission of Assessment Tasks

SPECIAL CONSIDERATION

You can apply for special consideration when illness or other circumstances beyond your control interfere with your performance in a specific assessment task or tasks, including online exams. Students studying remotely who have exams scheduled between 10pm and 7am local time, are also able to apply for special consideration to sit a supplementary exam at a time outside of these hours.

Special consideration is primarily intended to provide you with an extra opportunity to demonstrate the level of performance of which you are capable. To apply, and for further information, see Special Consideration on the UNSW [Current Students](#) page.

Special consideration applications will be assessed centrally by the Case Review Team, who will

update the online application with the outcome and add any relevant comments. The change to the status of the application immediately sends an email to the student and to the assessor with the outcome of the application.

Please note the following:

1. Applications can only be made through Online Services in myUNSW (see the UNSW [Current Students](#) page). Applications will not be accepted by teaching staff. The lecturer-in-charge/course coordinator will be automatically notified when your application is processed.
2. Applying for special consideration does not automatically mean that you will be granted a supplementary exam or other concession.
3. If you experience illness or misadventure in the lead up to an exam or assessment, you must submit an application for special consideration, either prior to the examination taking place, or prior to the assessment submission deadline, except where illness or misadventure prevent you from doing so.
4. If your circumstances stop you from applying before your exam or assessment due date, you must apply within 3 working days of the assessment or the period covered by your supporting documentation.
5. Under the UNSW Fit To Sit/Submit rule, if you sit the exam/submit an assignment, you are declaring yourself well enough to do so and are cannot subsequently apply for special consideration.
6. If you become unwell on the day of – or during – an exam, you must stop working on your exam, advise your course coordinator or tutor and provide a medical certificate dated within 24 hours of the exam, with your special consideration application. For online exams, you must contact your course coordinator or tutor immediately via email, Moodle or chat and advise them you are unwell and submit screenshots of your conversation along with your medical certificate and application.
7. Special consideration requests do not allow the awarding of additional marks to students.

Further information on Business School policy and procedure can be found under “Special Consideration” on the [key policies and support](#) page.

LATE SUBMISSION PENALTIES

For assessments other than examinations, late submission will incur a penalty of 5% per day or part thereof (including weekends) from the due date and time. An assessment will not be accepted after 5 days (120 hours) of the original deadline unless special consideration has been approved. An assignment is considered late if the requested format, such as hard copy or electronic copy, has not been submitted on time or where the ‘wrong’ assignment has been submitted.

For assessments which account for 10% or less of the overall course grade, and where answers are immediately discussed or debriefed, the LIC may stipulate a different penalty. Details of such late penalties will be available on the course Moodle page.

FEEDBACK ON YOUR ASSESSMENT TASK PERFORMANCE

Feedback on student performance from formative and summative assessment tasks will be provided to students in a timely manner. Assessment tasks completed within the teaching period of a course, other than a final assessment, will be assessed and students provided with feedback, with or without a provisional result, within 10 working days of submission, under normal circumstances. Feedback on continuous assessment tasks (e.g. laboratory and studio-based, workplace-based, weekly quizzes) will be provided prior to the midpoint of the course.

Faculty-specific Information

PROTOCOL FOR VIEWING FINAL EXAM SCRIPTS

UNSW students have the right to view their final exam scripts, subject to a small number of very specific exemptions. The UNSW Business School has set a [protocol](#) under which students may view their final exam script. Individual schools within the Faculty may also set up additional local processes for viewing final exam scripts, so it is important that you check with your School.

If you are completing courses from the following schools, please note the additional school-specific information:

- Students in the **School of Accounting, Auditing & Taxation** who wish to view their final examination script should also refer to [this page](#).
- Students in the **School of Banking & Finance** should also refer to [this page](#).
- Students in the **School of Information Systems & Technology Management** should also refer to [this page](#).

COURSE EVALUATION AND DEVELOPMENT

Feedback is regularly sought from students and continual improvements are made based on this feedback. At the end of this course, you will be asked to complete the [myExperience survey](#), which provides a key source of student evaluative feedback. Your input into this quality enhancement process is extremely valuable in assisting us to meet the needs of our students and provide an effective and enriching learning experience. The results of all surveys are carefully considered and do lead to action towards enhancing educational quality.

QUALITY ASSURANCE

The Business School is actively monitoring student learning and quality of the student experience in all its programs. A random selection of completed assessment tasks may be used for quality assurance, such as to determine the extent to which program learning goals are being achieved. The information is required for accreditation purposes, and aggregated findings will be used to inform changes aimed at improving the quality of Business School programs. All material used for such processes will be treated as confidential.

TEACHING TIMES AND LOCATIONS

Please note that teaching times and locations are subject to change. Students are strongly advised to refer to the [Class Timetable website](#) for the most up-to-date teaching times and locations.