

Course Code : MNO 3702
Course Title : Negotiation and Conflict Management
Class Date : From 12/8/2024 To 15/11/2024
Semester : Semester 1, Academic Year 2024/2025
Faculty : Dr. Noriko Tan
Department : Management & Organisation
Office : BIZ 1 #08-36 (consultation by appointment)
Class : Tuesday, 12:00 –3:00pm, Wednesday, 12:00 –3:00pm

1. Course Objectives

The best way to learn negotiation skills and actually internalize them is to negotiate in a setting where insight is offered, feedback is plentiful, personal reflection is encouraged, and careful analysis is required. This course is designed to foster learning through doing, to explore your own talents, skills, and shortcomings as a negotiator. The negotiation exercises will provide you with an opportunity to attempt strategies and tactics in a low-risk environment, to learn about yourself and how you respond in specific negotiation situations. If you discover a tendency that you think needs correction, this is the place to try something new. The course is sequenced so that cumulative knowledge can be applied and practiced.

As a result of this course, I hope you will:

- Experience the negotiation process, learning how to evaluate the costs and benefits of alternative actions.
- Improve your ability to analyze the negotiation situation and learn how to develop a strategic plan so as to improve your ability to negotiate effectively.
- Develop confidence in the negotiation process as an effective means for resolving conflict in organizations.
- Understand more about the nature of negotiations and gain a broad intellectual understanding of the central concepts in negotiation.
- Improve your analytical abilities and your capacity to understand and predict the behavior of individuals and groups in competitive situations.
- Develop a toolkit of useful negotiation skills, strategies, and approaches.

2. Course Objectives

There will be an exercise in almost every class. Classes will also include lectures and class discussions. Although the class officially meets at scheduled course times, students will be expected to meet with other students outside of class to prepare for certain negotiation exercises. Weekly readings will be suggested after each class. The readings are selected to reinforce the learning points of each exercise, and the concepts will be more comprehensible if you have already experienced them directly.

3. Course Materials

Negotiation materials will be handed out in class. Weekly readings will be suggested after each class. The class simulation exercises are copyrighted and should not be circulated without the consent of the instructor.

4. Assessment

Individual Component

Class Participation	30%
Post Negotiation Analysis	15%
Real World Negotiation Journal	25%

Group Component

Inter-group Negotiation Report	30%
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A. Class Participation (30%)

There are 3 components for class participation – attendance (10%), in-class discussion/participation (10%), and negotiation planning documents (10%).

Attendance (10%)

Everyone is expected to be physically present for all sessions. If you have a valid reason to miss a class (e.g., doctor's note/MC, LOA), please email me and the TA *before* the class. You may be excused from the class if you have an approved valid reason. You will receive a score of 0 if you are absent without prior notification to me and the TA.

In-Class Discussion/Participation (10%)

Students are expected to participate actively in sessions by asking thoughtful questions, making insightful comments, challenging assumptions, providing examples, and building on others' ideas. Class participation will be graded based on the instructor's assessment of the consistency and quality of your contributions to the learning environment throughout the semester. The following criteria will be used to evaluate in-class discussion/participation:

<i>Level of Performance</i>	<i>Criteria</i>
Need Improvement	<ul style="list-style-type: none">▪ Does not respond or participate in discussions and activities▪ Demonstrates passive or very infrequent involvement
Fair	<ul style="list-style-type: none">▪ Prepares for lessons and shows understanding of topic▪ Contributes general comments, rephrases what has been shared, participates in class discussions and activities▪ Demonstrates some level of involvement
Good	<ul style="list-style-type: none">▪ Prepares well for lessons: provides thoughtful comments with relevant points▪ Frequently participates in discussions and activities▪ Demonstrates value-added and consistent involvement
Excellent	<ul style="list-style-type: none">▪ Prepares fully for lessons: offers insightful perspectives, experiences, or reflections▪ Always participates in discussions and activities▪ Asks thoughtful questions▪ Demonstrates significantly impactful and very active involvement

Negotiation planning documents (10%)

We will engage in several negotiation exercises throughout the course. Before *each* negotiation, you are required to prepare a planning document using the template provided in class. Submit the planning documents to the specified CANVAS folders by the end of each class (you will receive a detailed schedule indicating which planning document to submit and when). Note that late submissions will not be accepted.

B. Post Negotiation Analysis (15%)

This post-negotiation analysis gives you the opportunity to reflect on and analyze one of the negotiation exercises you've participated in during class.

You will choose ONE negotiation exercise that you have engaged in from a list provided and perform a detailed post-negotiation analysis of it. Focus on analysis rather than a mere description of the negotiation. Your grade will depend on the creativity and depth of your analysis regarding the preparation, process, and outcome of the negotiation. A strong analysis will address the following questions and integrate concepts learned in class and from the readings:

1. **Implementation of Strategic Plan:** You went into the negotiation with a strategic plan as evidenced in your planning document. How successful were you in implementing your plan? How did you change your plan as you progressed in your negotiation, if at all?
2. **Evaluation of Moves:** What do you think were your best and worst moves in the negotiation? If you were to approach this negotiation again, how would you do this differently?
3. **Assessment of Counterparty:** How did you think your counterparty performed? What were their best and worst moves?
4. **Future Improvements:** What would you do differently in the future, or how would you like to behave to perform more effectively?

These questions illustrate the depth of analysis expected. They are not exhaustive but serve as a guide for your post-negotiation reflection.

Important Notes:

- Insert your full name and matric no. in the header on all pages (a cover page is not needed).
- Attach your planning document as an appendix on the last page.
- Include references (if any) and acknowledge the use of AI tools (if any).
- Word limit: 600 words. (Indicate the final word count in the document)**
- Format specifications: Times New Roman, 12-point font, double-line spacing, 1-inch margins on all sides, and submit as a WORD file.
- Name your file as follows: Team Number_Name_Indv Analysis (e.g., T5_Peter Tan_Indv Analysis).
- Deadline: 22 September 2024 (Sunday), 2359

C. Real World Negotiation Journal (25%)

To enhance your negotiation skills and recognize everyday negotiation opportunities, you are tasked to go out and negotiate for anything you desire. Be creative! You might negotiate for a product or service from a merchant, a salary or bonus with an employer, a discount from a service provider, or anything else. Also, note that you do not have to buy anything to complete this assignment. Similarly, your negotiations do not need to be a success – often, we learn as much from negotiations that fail as from those that succeed.

There is only ONE RULE for this assignment: *You may not tell the person you are negotiating with that this is for a class project until the negotiation is complete (and then you can decide whether or not you want to tell them this).*

After you have completed negotiating, you should write an analysis of the negotiation that includes a planning document and a post-negotiation analysis. As with the other assignments, the key is to focus on an *analysis* rather than a description of the negotiation. Your grade for this assignment will be based on your creativity and your analysis of the preparation, process, and outcome of the negotiation. A good analysis will answer the following questions:

1. Provide a brief overview of the key events.
2. What were the critical factors that affected the negotiation situation and outcomes, and what can you say about these factors in general?
3. What did you learn about yourself and others from this experience?
4. Which (and how did) concepts presented in lectures or readings enrich your understanding of the process of this negotiation, its outcome, or your own style?
5. What would you do the same or differently in the future, or how would you like to behave to perform more effectively?

These questions illustrate the depth of analysis expected. They are not exhaustive but serve as a guide for your post-negotiation reflection.

Important Notes:

- Insert your full name and matric no. in the header on all pages (a cover page is not needed).
- Include references (if any) and acknowledge the use of AI tools (if any).
- Word limit: 1000 words. (Indicate the final word count in the document)
- Format specifications: Times New Roman, 12-point font, double-line spacing, 1-inch margins on all sides, and submit as a WORD file.
- Name your file as follows: Team Number_Name_Reflection paper (e.g., T5_Peter Tan_Reflection paper).
- Deadline: 15 Nov 2024 (Friday), 2359

D. Inter-group Negotiation Report (30%)

For two successive weeks, you will be engaging in an inter-team negotiation exercise simulating a Union-Management negotiation. Before the negotiation, you will submit a planning document. After the negotiations, your team will submit a post-negotiation analysis report.

Planning document (5%)

The purpose of this document is to prepare you for the negotiation. Based on the case facts and role given to your team, you will prepare the answers to the following questions:

1. What issues are most important to you? (List in order of importance)
2. What is your BATNA?
3. What are your sources of power?
4. What issues do you think are most important to your opponent? (List in order of
5. importance)
6. What do you think is your opponent's BATNA?
7. What do you think are your opponent's sources of power?
8. Outline your opening move/first strategy? Any other important information?

Important Notes:

- One submission per team
- Format specifications: 2-page double-line spacing, Times New Roman, 12-point font, 1-inch margins on all sides, and submit as a WORD file.

- Name your file as follows: Team Number_Planning doc
- Deadline: 6 Oct 2024 (Sunday), 2359

Post-negotiation analysis report (25%)

Upon completion of your negotiations, your team will watch a documentary on a real world case. To both critically examine your group's actions and to draw parallels between your strategies and the real world, your post-negotiation and case analysis will be a mix of analyzing what happened in your group and what happens in the real world. The focus should be on the analysis rather than a mere description of the negotiation. Your grade will depend on the creativity and depth of your analysis regarding the preparation, process, and outcome of the negotiation. A strong analysis will address the following questions and integrate concepts learned in class and from the readings:

1. **Implementation of Strategic Plan:** You went into the negotiation with a strategic plan as evidenced in your planning document. How successful were you in implementing your plan? How did you change your plan as you progressed in your negotiation, if at all?
2. **Parallels with Documentary:** You watched the documentary. What parallels do you draw between your negotiations and those you witnessed in the film?
3. **Evaluation of Moves:** What do you think were your best and worst moves in the negotiation? If you were to approach this negotiation again, how would you do this differently?
4. **Assessment of Counterparty:** How did you think your counterparty performed? What were their best and worst moves?
5. **Future Improvements:** What would you do differently in the future, or how would you like to behave to perform more effectively?

These questions illustrate the depth of analysis expected. They are not exhaustive but serve as a guide for your post-negotiation reflection.

Important Notes:

- One submission per team
- Insert your team number and member's name in the header on all pages (a cover page is not needed).
- Word limit: 1500 words. (Indicate the final word count in the document)
- Include references (if any) and acknowledge the use of AI tools (if any).
- Format specifications: Times New Roman, 12-point font, double-line spacing, 1-inch margins on all sides, and submit as a WORD file.
- Name your file as follows: Team Number_Post-nego report (e.g., T5_Post-nego report)
- Deadline: 27 October 2024 (Sunday), 2359

5. Overview of Topics

Week	Date (SF1 / SF2)	Session
1	13 Aug/14 Aug	Introduction to Negotiation
2	20 Aug/21 Aug	Dilemmas, Communication & Strategies
3	27 Aug/28 Aug	Distributive Negotiation
4	3 Sep/4 Sep	Integrative Negotiation I
5	10 Sep/11 Sep	Integrative Negotiation II
6	17 Sep/18 Sep	Cross-Cultural Negotiation
Recess Week		
7	1 Oct/2 Oct	Agents & Ethics in Negotiations
8	8 Oct/9 Oct	Inter-group Negotiation Round 1
9	8 Oct/9 Oct	Inter-group Negotiation Round 2
10	22 Oct/23 Oct	Power & Influence
11	29 Oct/30 Oct	Dispute Resolution
12	5 Nov/ 6Nov	Multiple Parties, Coalitions, and Teams
13	12 Nov/13 Nov	Wrap-up & Conclusion

6. Academic Honesty & Plagiarism

Academic integrity and honesty is essential for the pursuit and acquisition of knowledge. The University and School expect every student to uphold academic integrity & honesty at all times. Academic dishonesty is any misrepresentation with the intent to deceive, or failure to acknowledge the source, or falsification of information, or inaccuracy of statements, or cheating at examinations/tests, or inappropriate use of resources.

Plagiarism is 'the practice of taking someone else's work or ideas and passing them off as one's own' (The New Oxford Dictionary of English). The University and School will not condone plagiarism. Students should adopt this rule - You have the obligation to make clear to the assessor which is your own work, and which is the work of others. Otherwise, your assessor is entitled to assume that everything being presented for assessment is being presented as entirely your own work. This is a minimum standard. In case of any doubts, you should consult your instructor.

Additional guidance is available at:

- [Administrative Policies](#)
- <http://www.nus.edu.sg/registrar/administrative-policies-procedures/acceptance-record#NUSCodeofStudentConduct>
- <http://nus.edu.sg/osa/resources/code-of-student-conduct>

7. NUS Policy on AI

The following are always improper uses of AI tools:

- Generating an output and presenting it as your own work or idea.
- Generating an output, paraphrasing it, and then presenting the output as your own work or idea.
- Processing an original source not created by yourself to plagiarize it (e.g., using an AI paraphrasing tool to disguise someone else's original work, or even the output of an AI tool, and then presenting the final output as your own work or idea).

All of the above violate NUS policies on academic honesty and anyone found to have done any of them will be dealt with accordingly. Keep in mind that even though AI tools are not authors and thus cannot be harmed by someone stealing an idea from them, it is still wrong to represent yourself as having produced something when you did not do so.

If you completed any work with the aid of an AI tool, assuming a setting in which the instructor gave permission for such tools to be used, you should always acknowledge the use. **Using the outputs of an AI tool without proper acknowledgment is equivalent to lifting or paraphrasing a paragraph from a source without citation and attracts the same sanctions.**