

Course Code : MNO 3702
Course Title : Negotiation and Conflict Management
Class Date : From 10/8/2026 To 13/11/2026
Semester : Semester 1, Academic Year 2026/2027
Faculty : Dr. Noriko Tan
Department : Management & Organisation
Office : BIZ 1 #08-36 (consultation by appointment)
Class : Friday, 12:00 – 3:00pm, Friday, 3:00 – 6:00pm

1. Overview and Course Objectives

The best way to develop and internalize negotiation skills is through practice in an environment that provides insight, feedback, reflection, and analysis. This course emphasizes learning by doing, helping you discover your strengths, weaknesses, and personal negotiation style through low-risk exercises. You will experiment with different strategies and tactics, gain self-awareness, and refine areas that need improvement. The course is structured so that knowledge builds progressively and can be applied in subsequent negotiations. In addition, you will develop foundational AI literacy, learning to use AI responsibly for preparation, strategy development, and post-negotiation reflection while critically evaluating its outputs and limitations.

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 and develop the judgment to critically assess and effectively use AI-generated insights in negotiation preparation and strategy.
- 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, supported by structured post-negotiation analysis using AI as a reflection partner to identify patterns, gaps, and opportunities for growth.
- Understand more about the nature of negotiations and gain a broad intellectual understanding of the central concepts in negotiation, including an understanding of AI's capabilities and limitations in negotiation settings.
- 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 Format

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. Throughout the course, students will also have opportunities to use AI tools to support their preparation, strategy development, and post-negotiation reflection.

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	25%
Planning Documents	20%
Learning Journal	25%

Group Component

Inter-group Negotiation Report	30%
--------------------------------	-----

A. Class Participation (25%)

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.

B. Planning Documents (20%)

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. The template will guide you in using AI tools as part of your preparation process, and includes sections where you will critically evaluate AI-generated suggestions and decide whether to incorporate them into your strategy. 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.

C. Learning Journal (25%)

In this learning journal, you will have the opportunity to reflect on and analyze *your* performance during the inter-group negotiation exercises you have participated in with your teammates. You will use an AI tool as a reflection partner to help structure and deepen your reflection, drawing out insights about yourself as a negotiator and what you have learn or would do differently in future negotiations. More details will be shared in class.

D. Inter-group Negotiation Report (30%)

You will engage in an inter-team negotiation. Before the negotiation, your team will submit a planning document, and after the negotiation, your team will submit a post-negotiation analysis report. Both submissions will incorporate the use of AI tools, both as a resource for preparation and strategy development, and as a reflection partner for deeper learning. Detailed guidelines will be shared in class.

5. Tentative Schedule and Topics

Week	Session
1	Introduction to Negotiation
2	Distributive Negotiation I - Negotiation Planning: Use of AI tools for negotiation preparation and strategy.
3	Distributive Negotiation II
4	Integrative Negotiation I - Negotiation Planning: Use of AI tools for negotiation preparation and strategy.
5	Integrative Negotiation II
6	Group Negotiation Preparation & Consultation - Negotiation Planning: Use of AI tools for negotiation preparation and strategy.
7	Inter-group Negotiation Round 1
8	Agents & Ethics in Negotiations
9	Dispute Resolution
10	Multiple Parties, Coalitions, and Teams I
11	Multiple Parties, Coalitions, and Teams II
12	Inter-group Negotiation Round 2 - Negotiation Documentation: Use of AI for contract drafting - Negotiation Reflection: Use of AI for post-negotiation analysis and reflection
13	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.**