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.

**LEARNING OUTCOMES**

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

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

**SCHEDULE**

**Mode of Delivery:**
On campus (3-hour seminars)

**Lecture time and venue:**
Friday, 9.00AM-12.00PM
COP G030

**Research-led teaching:**
This course allows students to develop negotiation skills experientially and to understand negotiation 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 recognise 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


### COURSE SCHEDULE

<table>
<thead>
<tr>
<th>Week</th>
<th>Topic</th>
<th>Required student preparation</th>
<th>Assignment Deadlines</th>
</tr>
</thead>
</table>
| Week 1 19 Feb | **NOTE: A lecture will be held on Friday the 21st of Feb.**
  Introduction to course and assessment.
  Negotiation fundamentals | Read Course Outline
  Ch 1 | |
<p>| Week 2 26 Feb | Planning for negotiations | Ch 4 | |
| Week 3 4 March | Distributive bargaining | Ch 2 | |
| Week 4 11 March | Integrative bargaining | Ch 3 | |
| Week 5 18 March | Perception, cognition, and emotion in negotiation | Ch 5 | O &amp; A Paper 1 due |
| Week 6 25 March | No Lecture: Good Friday | | |</p>
<table>
<thead>
<tr>
<th>Week</th>
<th>Topic</th>
<th>Required student preparation (readings for lectures)</th>
<th>Assignment Deadlines</th>
</tr>
</thead>
<tbody>
<tr>
<td>Week 7</td>
<td></td>
<td></td>
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<tr>
<td>1 April</td>
<td>Mid-term exam</td>
<td></td>
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<tr>
<td></td>
<td><strong>SEMESTER BREAK</strong></td>
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<tr>
<td>Week 8</td>
<td>Concessions, reciprocity, and trust</td>
<td>Reading material will be posted on Wattle</td>
<td></td>
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<tr>
<td>22 April</td>
<td></td>
<td></td>
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<tr>
<td>Week 9</td>
<td>Power and ethics in negotiation</td>
<td>Ch 7 &amp; 8</td>
<td></td>
</tr>
<tr>
<td>29 April</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Week 10</td>
<td>Relationships in negotiation</td>
<td>Ch 9</td>
<td></td>
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<tr>
<td>6 May</td>
<td></td>
<td></td>
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<tr>
<td>Week 11</td>
<td>Negotiating with an agent</td>
<td>Reading material will be posted on Wattle</td>
<td>O &amp; A Paper 2 due</td>
</tr>
<tr>
<td>13 May</td>
<td></td>
<td></td>
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<tr>
<td>Week 12</td>
<td>Multiple parties and teams</td>
<td>Ch 10</td>
<td></td>
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<tr>
<td>20 May</td>
<td></td>
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<td></td>
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<tr>
<td>Week 13</td>
<td>International and cross-cultural negotiation</td>
<td>Ch 11</td>
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<tr>
<td>27 May</td>
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**MATERIALS**

Prescribed Texts

**Recommended Readings**

Selected readings will be provided in tutorials and on Wattle.

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**ASSESSMENT OVERVIEW**

**Summary**

<table>
<thead>
<tr>
<th>Type</th>
<th>Weight</th>
<th>Learning Outcome</th>
<th>Notes</th>
</tr>
</thead>
</table>
| Observation and analysis papers | 40% (20 points x 2) | LO1 – LO6 | Due dates:  
Paper 1: 4.00pm, 15th March  
Paper 2: 4.00pm, 9th of May |
| Mid-term exam               | 20%    | LO1 – LO5        | Format: 1-hour; 40 multiple choice questions  
The exam will take place during class hours in Week 7. |
| Final exam                  | 40%    | LO1 – LO5        | Format: 3-hour exam; 40 multiple-choice questions and 4 essay questions  
The timing of the final exam is scheduled by the central examinations of the university (not the course instructor). |

**Grading Scale**

According to the ANU policy on assessment (https://policies.anu.edu.au/ppl/document/ANUP_004603), the standards that apply to High Distinction, Distinction, Credit and Pass in all coursework courses are as follows:

<table>
<thead>
<tr>
<th>Grade</th>
<th>Range</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>HD</td>
<td>80-100%</td>
<td>Work of exceptional quality, as demonstrated in the attainment of learning outcomes at or above the relevant qualification level</td>
</tr>
<tr>
<td>D</td>
<td>70-79%</td>
<td>Work of superior quality, as demonstrated in the attainment of learning outcomes at or above the relevant qualification level</td>
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</tbody>
</table>
Grade | Range  | Notes                                                                                                                                 |
-------|--------|----------------------------------------------------------------------------------------------------------------------------------------|
C      | 60-69% | Work of good quality, as demonstrated in the attainment of learning outcomes at or above the relevant qualification level                  |
P      | 50-59% | Work of satisfactory quality, as demonstrated in the attainment of learning outcomes at or above the relevant qualification level         |
N      | 0-49%  | Work in which the attainment of learning outcomes at or above the relevant qualification level has not been demonstrated                  |

**ASSESSMENT ITEMS**

**Assessment Details**

**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 5-11.

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) specific characteristics of the negotiation; (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 negotiations tactics were used in the negotiation; (b) what you learned about your 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 part of the paper should integrate key concepts covered in 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, Tuesday 15th of March. The second paper is due by 4.00pm, Monday the 9th 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/ (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/ (http://cbe.anu.edu.au/college/schools-centres/rsm/student-resources/forms/)

COURSE EXPECTATIONS

Announcements

Students are expected to check the Wattle site for announcements about this course, e.g. changes to timetables or notifications of cancellations. Notifications of emergency cancellations of lectures or tutorials will be posted on the door of the relevant room.

Tutorial and/or Seminar registration

Tutorial and/or Seminar registration is done through the course Wattle page. Detailed information about sign-up times will be provided on Wattle or during the first lecture by the course convener.

When tutorials/seminars are available for enrolment:

1. Log-on to Wattle, and go to the course site.
2. Click on "Tutorial sign-up here" link
3. On the right of the screen, click "Become Member of ..." for the tutorial/seminar class you wish to enrol in.
4. Confirm your choice.

If you need to change your enrolment, click on the tab "Leave group..." and then re-enrol in another group.
You will not be able to enrol in groups that have reached their maximum number.

Please note that your enrolment in ISIS must be finalised for you to have Wattle access.

**Extensions and penalties**


You may be granted extensions for assessment pieces that are not examinations or take-home examinations by applying for special consideration.

Late submission of assessment tasks without an extension are penalised at the rate of **5% of the possible marks available per working day** or part thereof. Late submission of assessment tasks is not accepted 10 working days after the due date, or on or after the date specified in the course outline for the return of the assessment item.

If a course convener determines that late submission of assessment tasks is not accepted for a coursework course, this information is included in the course outline.

**Special consideration for assessments**

Students who are unable to submit their assessment by the due date may be eligible for an extension if supported by an Application for Special Consideration.

Information on special assessment consideration can be found at: http://www.anu.edu.au/students/program-administration/assessments-exams/special-assessment-consideration (http://www.anu.edu.au/students/program-administration/assessments-exams/special-assessment-consideration)

Special Consideration applications must be completed before the due date of the affected assessment. In exceptional circumstances applications for an extension may be accepted up to three working days after the due date of the affected assessment.

The application must include all supporting documentation and include a copy of as much of the assignment as has been completed by the due time and date.

Special consideration applications must be submitted online at special.consideration@anu.edu.au (cdn-cgi/l/email-protection#a3d0d3c6c0cac2cf8dc0ccdd0cac7c6d1c2d7caccdd3c2cdd6dc6c7d68dc2d6). You will be notified by your lecturer if an extension has been approved.

**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.
Resubmission of assignments
You are allowed to resubmit your assignments before the specific deadlines. Any submission done after the deadline will be considered as a late submission and the above listed penalty conditions will apply.

Returning assignments
All assignments will be marked and where appropriate feedback will be provided either:

- in class, or
- in person by appointment with the course lecturer, or
- via the course Wattle site.

Referencing requirements
See any specific requirements under Assessment Items.

The Harvard or Oxford referencing styles are to be used. Links to documentation on proper referencing methods are available on the course website or from the ANU Library website: http://anulib.anu.edu.au/lib_home.html

Deferred examinations
A deferred examination is the sitting of an examination at a time other than the scheduled time/date.

Wherever possible a student should sit their examination at the prescribed time, and if necessary apply for special assessment consideration (http://www.anu.edu.au/students/program-administration/assessments-exams/special-assessment-consideration) for the marking of the examination. To apply for a deferred examination:

- Complete the form at http://www.anu.edu.au/students/program-administration/assessments-exams/deferred-examinations
- Scan and attach all supporting documentation
- Email to examinations.officer@anu.edu.au
  Deferred.examinations@anu.edu.au
  Submit completed application no later than three working days after the scheduled examination.

Decisions on applications relating to final examinations are made by the Examinations Office.

After receiving notification that a deferred examination has been granted, it is the responsibility of the student to confirm the date/time/location for that examination with the relevant ANU College or School.
Finalisation of Marks and Grades

Your final mark for the course will be based on the raw marks allocated for each of your assessment items. However, your final mark may not be the same number as produce by that formula, as marks may be scaled. Any scaling applied will preserve the rank order of raw marks (i.e. if your raw mark exceeds that of another student, then your scaled mark will exceed the scaled mark of that student), and may be either up or down.

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.

ANU 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/)

Key policies include:

- Code of Practice for Student Academic Integrity
- Student Assessment (Coursework) Policy and Procedure
- Undergraduate Award Rules
- Graduate Award Rules
- Student Surveys and Evaluations Policy

Academic Integrity

Students are expected to have read the ANU’s Code of Practice for Student Academic Integrity before the commencement of their course. (https://policies.anu.edu.au/ppl/document/ANUP_000392)

The following is an extract from the Code of Practice for Student Academic Integrity:

Any work by a student of the Australian National University must be work:

- that is original
- that is produced for the purposes of a particular assessment task
- that gives appropriate acknowledgement of the ideas, scholarship and intellectual property of others insofar as these have been used.

It is the responsibility of each individual student to ensure that:

- they are familiar with the expectations for academic integrity both in general, and in the specific context of particular disciplines or courses
- work submitted for assessment is genuine and original
appropriate acknowledgement and citation is given to the work of others
they declare their understanding of and compliance with the principles of
academic integrity on appropriate pro formas and cover sheets as required by
the academic area, or by a statement prefacing or attached to a thesis
they do not knowingly assist other students in academically dishonest practice.

All breaches, careless or deliberate, are addressed. Careless breaches are addressed
through academic penalties, such as deduction of marks and resubmission. Deliberate
breaches are subject to action under the Discipline Rules of the ANU

Penalties for a deliberate breach may include failing the piece of work involved, failing the
course, or having candidature terminated.

Further information can be found at http://academichonesty.anu.edu.au/
(http://academichonesty.anu.edu.au/)

Assessment Requirements

Where possible, assessment items are submitted online through Turnitin. The ANU is using
Turnitin to enhance student citation and referencing techniques, and to assess assignment
submissions as a component of the University’s approach to managing Academic Integrity.

For additional information regarding Turnitin please visit the ANU Online website

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 recognise excellent teaching, and opportunities
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ANU courses, go to http://unistats.anu.edu.au/surveys/selt/students/
selt/results/learning/
(http://unistats.anu.edu.au/surveys/selt/results/learning/).

Student Support Services

Students experiencing academic or personal problems are welcome to discuss these with
any member of the Faculty or to utilise the ANU’s student support services links to which
can be found at http://students.anu.edu.au/ (http://students.anu.edu.au/), including:

- Academic Skills and Learning Centre at https://academicskills.anu.edu.au/
- the Counselling Centre at http://counselling.anu.edu.au/
- Information about the library can be found at http://anulib.anu.edu.au
- Opening hours can be accessed at http://anulib.anu.edu.au/using-the-library/opening-hours/
- For free training in information skills and computer skills see http://anulib.anu.edu.au/research-learn