



*MISSION: To develop a unique business school identity which is distinctive in the marketplace and provides a clear value proposition for students. This will be achieved by embedding the themes of entrepreneurship and innovation, digitalisation and data within our programs and embracing sustainability, work integrated learning and a commitment to social justice.*

## OVERVIEW

### Course Description

Using a workplace and organisational perspective, this course analyses the nature of conflict and how it is "resolved" from a variety of theoretical and applied perspectives. Students will be able to describe and apply a range of conflict resolution methods including mediation, negotiation, and advocacy. The course is practically oriented. Students develop conflict resolution skills particularly through group-based formal negotiations within the general context of business organisations and the specific context of employment relations law and practice. Adopting a problem-based learning approach, the course emphasises the importance of student's communication skills as an essential attribute in effective conflict resolution.

### Sustainable Development Goals



### Contact Hours

#### Online:

Online workshops and discussion forums as per course requirement for the full trimester.

### Unit Weighting

10 units

### Pre-Requisites

Students must have successfully completed either GSBS6040 or GSBS6006 to enrol in this course.

### Requisites

If you have successfully completed LAWS6114, you **cannot** enrol in this course.

### Workload

Students are required to spend on average 120-140 hours of effort (contact and non-contact) including assessments per 10 unit course.

**Please refer to the course CANVAS site for details of teaching staff for ALL course offerings. The primary contact for courses is the Course Coordinator, whose details are listed on the course CANVAS site.**

### Student Consultation

A minimum of one (1) hour of consultation per week. Please see course CANVAS for details of time and location.

### Course Learning Outcomes

**On successful completion of this course, students will be able to:**

1. Explain the nature and sources of conflict in organisations and workplaces;
2. Describe the features of resolution methods including mediation, negotiation, advocacy and other alternatives;
3. Explain the employment relations framework as it affects conflict resolution particularly, but not exclusively, the rights and obligations of employers, employees and their collective representatives to mediate and negotiate, and the use of third-party intervention'
4. Develop the strategy formulation, planning and research skills required for mediation, negotiation and advocacy;
5. Apply, both individually and collaboratively, skills in the practice of negotiation within the contexts of workplace employment relations; and
6. Measure and reflect on the development of their conflict resolution skills and demonstrate their recognition of the factors that enable and sustain such skills.

# COURSE OUTLINE

# ASSESSMENTS

This course has 3 assessments. Each assessment is described in more detail in the sections below:

	Assessment Name	Due Date	Involvement	Weighting	Learning Outcomes
1	Negotiation Exercise Reflections	Sunday Week 8 by 11:59 pm	Individual	35%	1, 2, 3, 4
2	Negotiation Dossier & Competencies	Sunday Week 12 by 11:59 pm following Final Group Negotiation	Group	40%	4, 5, 6
3	Final Negotiation Exercise Reflection	Sunday following Week 12 by 11:59 pm	Individual	25%	4, 5, 6

**Please note:** students are advised that ALL assessments must be submitted in English. Assessment items not submitted in English will receive a mark of zero.

Results of individual assessment items and final results, including those provided via the Learning Management System (LMS) are 'unofficial results' until they are confirmed as finalised by the School Assessment Body and the Head of School or delegate. Finalised results are released directly to students on the Fully Graded Date of the relevant Semester/Trimester.

## Time referenced is time in Newcastle NSW

<b>Late Submissions</b>	The mark for an assessment item submitted after the designated time on the due date, without an approved extension of time, will be reduced by 10% of the possible maximum mark for that assessment item for each day or part day that the assessment item is late. <b>Note:</b> this applies equally to week and weekend days.
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## Assessment 1 - Negotiation Exercise Reflections

### Assessment Type

Case Study / Problem Based Learning / Reflective Essay

### Purpose

The purpose of this assessment is for students to demonstrate their understanding of the nature and sources of conflict in organisations and workplaces, the features of resolution methods as well as their applications within the relevant employment relations framework. Students are then able to develop the strategy, planning and research skills for mediation, negotiation and advocacy.

### Description

Students will develop such skills through hands-on negotiation exercises, and the reflections in and on their conflict resolution and negotiation processes. An important part of improving student's negotiation skills is to reflect over the content, process, own performance and outcome of each of these negotiations.

This assessment is based on the negotiation exercises 1 and 2 undertaken in Weeks 4 and 6 respectively. Your participation in both negotiation exercises is essential for completing this assessment. An overview of the assessment is provided below. More details will be made available via course website on CANVAS.

#### **Individual summary reflection of negotiation exercises 1 & 2**

Students will undertake two negotiations (inclusive of a mediation activity) during Week 4, Week 6 respectively, using different modes/technologies and with different numbers of participants. Students are then required to submit their summary reflections of these two negotiation exercises. Students will be supplied with separate purpose-designed forms to help summarise the outcome and process of each negotiation. Each of these forms should be filled out as soon as a negotiation is conducted during the respective week and should be appended to the final summary reflections submitted by Week 8.

### Weighting

35%

### Length

Summary reflections on two negotiations: 1800 words +/- 10%.

In addition, completed reflection forms from each negotiation (two in total) must be attached to the summary but will not form part of the word count.

### Due Date

Sunday Week 8 by 11:59 pm

### Submission Method

Online via Assignments on CANVAS - Summary reflection of two (2) negotiations

### Assessment Criteria

Students will be assessed on their description and awareness of the nature of conflict, features of different resolution methods, their negotiation competencies and skills demonstrated through reflections in the individual summary reflection of negotiation exercises 1 and 2.

### Return Method

Online

### Feedback Provided

Online

## Assessment 2- Negotiation Dossier and Competencies

<b>Assessment Type</b>	Case Study / Problem Based Learning
<b>Purpose</b>	The purpose of this assessment is for students to develop the strategy, planning and research skills for mediation, negotiation and advocacy. Students will demonstrate their skills, both individually and collaboratively, in the practice of negotiation, and measure and reflect in and on the processes of conflict resolution and negotiation.
<b>Description</b>	<p>This assignment involves preparation and execution of a larger negotiation, an enterprise bargaining negotiation exercise, between a management team and a union team. Each team will prepare and submit their respective planning document, i.e., a negotiation dossier, and then perform the enterprise bargaining negotiation with their paired team by Week 12. The final agreement reached and signed by the paired teams shall be attached to your team submission of negotiation dossier. More specifically this assignment requires the following,</p> <p><b>Team Negotiation Dossier</b></p> <p>To be able to perform the final group negotiation, each team (management or union) will need to prepare and submit a negotiation dossier which includes key strategy planning materials for the assessment negotiation. This may include:</p> <ul style="list-style-type: none"> <li>- Minutes of key planning meetings;</li> <li>- Team negotiation strategy and options in different scenarios;</li> <li>- Opening statement;</li> <li>- Roles and rationales for the roles of each team member;</li> <li>- Decision rules (if used); and</li> <li>- Resource document identification including web sites accessed, reports consulted, journal articles and copies of the documents that were central to your journal preparation.</li> </ul> <p>Teams have the autonomy to determine the conduct of their processes and roles and responsibilities of each team member. Some, for example, may wish to use a form of team meeting diary. Managing team interaction is an important skill within the workplace and higher education environment. There is an expectation that, as is appropriate for a post-graduate course, group interaction will be self-managed by students.</p> <p><b>Team Negotiation Execution and Competencies</b></p> <p>Paired union and management teams will conduct their enterprise bargaining negotiation exercise and reach a final agreement by Week 12. The final enterprise agreement reached and signed by the paired teams shall be attached to your team submission of negotiation dossier. Each team will be observed and assessed on their negotiation competencies during the online negotiation process.</p> <p><b>Please note:</b> Self and Peer Assessment: A single mark is given for the group assignment. This mark will then be moderated by "self and peer assessment" using the SPARKPlus software so that individual group members may receive different marks. Any moderated individual mark received by each group member is based on contribution to the assignment and, more importantly the ability to work with others. Individually group members are required to submit a self and peer assessment through SPARK within 24 hours of the due date. Failure to complete SPARK will result in a mark of zero. The criteria for the self and peer assessment are found along with the instructions on how to use SPARK on CANVAS. Please note: <b>NO SPARK NO MARK.</b></p>
<b>Weighting</b>	40%, consists of 30% of Negotiation Dossier and 10% of Team Negotiation Competencies.
<b>Length</b>	2500 words +/- 10% (excluding appendices).
<b>Due Date</b>	Sunday Week 12 by 11:59 pm
<b>Submission Method</b>	Online via Assignments on CANVAS
<b>Assessment Criteria</b>	The negotiation dossier will be assessed on the quality and applicability of the research conducted, the strategy developed and its overall presentation and structure.
<b>Return Method</b>	Online
<b>Feedback Provided</b>	Online

## Assessment 3 – Final Negotiation Exercise Reflection

<b>Assessment Type</b>	Case Study / Problem Based Learning / Reflective Essay
<b>Purpose</b>	The purpose of this assessment is for students to develop the strategy, planning and research skills for mediation, negotiation and advocacy through measuring and reflecting in and on their negotiation and conflict resolution processes.
<b>Description</b>	<p>An important part of improving student's negotiation skills is to reflect over the content, process, own performance and outcome of each of these negotiations.</p> <p>This individual assignment is primarily based on the final group negotiation (negotiation exercise 3) in Week 12 between a management and a union team.</p> <p><b>Individual reflective essay on the final enterprise bargaining exercise (negotiation exercise 3)</b></p> <p>A separate individual reflective essay on the outcome, process and skills of the final enterprise bargaining exercise must be submitted.</p>
<b>Weighting</b>	25%
<b>Length</b>	1200 words +/- 10%
<b>Due Date</b>	Sunday following Week 12 by 11:59 pm
<b>Submission Method</b>	Online via Assignments on CANVAS
<b>Assessment Criteria</b>	Students will be assessed on their description and awareness of negotiation competencies and skills demonstrated in the individual reflective journal of the final negotiation exercise
<b>Return Method</b>	Online
<b>Feedback Provided</b>	Online

## SYLLABUS

### Course Content

#### Topics in the course include but are not limited to the following:

1. The nature of conflict
2. Differing conflict resolution methods
3. Employment relations contexts affecting conflict resolution methods
4. Advocacy and research techniques
5. The nature of negotiation
6. Negotiation, strategy, tactics and power
7. Negotiation phases and communication
8. Behavioural dimensions of negotiation

### Course Materials

#### Required Text:

Fells, R., & Sheer, N. (2020). *Effective negotiation: From research to results* (4th ed.). Cambridge University Press

**ISBN:** 978-1-108-70129-7

Please refer to the course CANVAS site for details of additional recommended texts.

# SCHEDULE

Week	Topic	Class Preparation	Workshop Activities
1	The nature of conflict	Refer to weekly plan and materials on CANVAS	Reflective exercise on conflict
2	Different conflict resolution methods, negotiation, mediation and advocacy	Refer to weekly plan and materials on CANVAS	Assess your own conflict resolution style
3	What is negotiation? Different perspectives	Refer to weekly plan and materials on CANVAS	Reflective exercise on negotiation
4	Resolving conflict through mediation	Refer to weekly plan and materials on CANVAS	<b>Negotiation Exercise 1: Mediation</b>
5	Advocacy: What makes a good advocate?	Refer to weekly plan and materials on CANVAS	<b>Reflection on Negotiation Exercise 1</b> (To be appended to Assessment 1)
6	The negotiation process and relevant strategies	Refer to weekly plan and materials on CANVAS	<b>Negotiation Exercise 2: Salary Committee Negotiation</b> <b>Reflection on Negotiation Exercise 2</b> (To be appended to Assessment 1)
7	Managing negotiations	Refer to weekly plan and materials on CANVAS	Draw your imaginary negotiation map  Continue work on Assessment 1
8	Negotiating in the digital age	Refer to weekly plan and materials on CANVAS	<b>Assessment 1 due:</b> Sunday Week 8 by 11:59 pm  Week 12 negotiation groups formed
9	Planning, preparation and performing enterprise bargaining: The negotiation dossier	Refer to weekly plan and materials on CANVAS	Commence group work on negotiation dossier for Negotiation Exercise 3: Formulate a strategy and negotiate within teams the organisation of final negotiation.
10	Cross-cultural dimensions in Negotiations	Refer to weekly plan and materials on CANVAS	Watch videos on cross-cultural barriers in negotiation  Continue group work on Assessment 2 and schedule with your paired negotiation team for the final negotiation.
11	Ethical dilemmas and strategy	Refer to weekly plan and materials on CANVAS	Assess your own attitude to ethical behaviour in negotiations using the SINS scales
12	Enterprise bargaining negotiations	Refer to weekly plan and materials on CANVAS	Final group negotiations (Assessment 2)  <b>Assessment 2 due:</b> Sunday Week 12 by 11:59 pm  <b>Assessment 3 due:</b> Sunday following Week 12 by 11:59 pm

If a lecture/class is scheduled on a public holiday, a make-up lecture may be announced by the course coordinator on the course CANVAS site.

# CONTACTS

**School Office**                      **Newcastle Business School – Callaghan, Newcastle City & Online**  
 NU Space  
 409 Hunter Street  
 Newcastle  
[nbs.enquiries@newcastle.edu.au](mailto:nbs.enquiries@newcastle.edu.au)  
 +61 2 4921 5511

# ADDITIONAL INFORMATION

## Grading Scheme

This course is graded as follows:

Range of Marks	Grade	Description
85-100	High Distinction (HD)	Outstanding standard indicating comprehensive knowledge and understanding of the relevant materials; demonstration of an outstanding level of academic achievement; mastery of skills*; and achievement of all assessment objectives.
75-84	Distinction (D)	Excellent standard indicating a very high level of knowledge and understanding of the relevant materials; demonstration of a very high level of academic ability; sound development of skills*; and achievement of all assessment objectives.
65-74	Credit (C)	Good standard indicating a high level of knowledge and understanding of the relevant materials; demonstration of a high level of academic achievement; reasonable development of skills*; and achievement of all learning outcomes.
50-64	Pass (P)	Satisfactory standard indicating an adequate knowledge and understanding of the relevant materials; demonstration of an adequate level of academic achievement; satisfactory development of skills*; and achievement of all learning outcomes.
0-49	Fail (FF)	Failure to satisfactorily achieve learning outcomes. If all compulsory course components are not completed the mark will be zero. A fail grade may also be awarded following disciplinary action.

\*Skills are those identified for the purposes of assessment task(s).

## Communication Methods

Communication methods used in this course include:

- CANVAS Course Site: Students will receive communications via the posting of content or announcements on the CANVAS course site.
- Email: Students will receive communications via their student email account.
- Face to Face: Communication will be provided via face to face meetings or supervision.

## Course Evaluation

Each year feedback is sought from students and other stakeholders about the courses offered in the University for the purposes of identifying areas of excellence and potential improvement.

## Oral Interviews (Vivas)

As part of the evaluation process of any assessment item in this course an oral examination (viva) may be conducted. The purpose of the oral examination is to verify the authorship of the material submitted in response to the assessment task. The oral examination will be conducted in accordance with the principles set out in the [Oral Examination \(viva\) Procedure](#). In cases where the oral examination reveals the assessment item may not be the student's own work the case will be dealt with under the [Student Conduct Rule](#).

## Academic Misconduct

All students are required to meet the academic integrity standards of the University. These standards reinforce the importance of integrity and honesty in an academic environment. Academic Integrity policies apply to all students of the University in all modes of study and in all locations. For the Student Academic Integrity Policy, refer to <https://policies.newcastle.edu.au/document/view-current.php?id=35>.

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**Adverse  
Circumstances**

The University acknowledges the right of students to seek consideration for the impact of allowable adverse circumstances that may affect their performance in assessment item(s). Applications for special consideration due to adverse circumstances will be made using the online Adverse Circumstances system where:

1. the assessment item is a major assessment item; or
2. the assessment item is a minor assessment item and the Course Co-ordinator has specified in the Course Outline that students may apply the online Adverse Circumstances system;
3. you are requesting a change of placement; or
4. the course has a compulsory attendance requirement.

Before applying you must refer to the Adverse Circumstances Affecting Assessment Items Procedure available at:

<https://policies.newcastle.edu.au/document/view-current.php?id=236>

**Important Policy  
Information**

The Help button in the Canvas Navigation menu contains helpful information for using the Learning Management System. Students should familiarise themselves with the policies and procedures at <https://www.newcastle.edu.au/current-students/no-room-for/policies-and-procedures> that support a safe and respectful environment at the University.

*This course outline was approved by the Head of School. No alteration of this course outline is permitted without Head of School approval. If a change is approved, students will be notified and an amended course outline will be provided in the same manner as the original.*

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