

| <b>Subject Code</b>  | MM5191  |  |    |    |    |                                   |             |  |  |  |  |    |    |    |    |                               |            |  |  |  |  |                          |     |   |  |  |   |                  |     |   |   |   |   |                    |            |   |   |   |   |       |       |  |  |  |  |
|--|---|--|----|----|----|-----------------------------------|-------------|--|--|--|--|----|----|----|----|-------------------------------|------------|--|--|--|--|--------------------------|-----|---|--|--|---|------------------|-----|---|---|---|---|--------------------|------------|---|---|---|---|-------|-------|--|--|--|--|
| <b>Subject Title</b>   | Negotiation and Conflict Management   |  |    |    |    |                                   |             |  |  |  |  |    |    |    |    |                               |            |  |  |  |  |                          |     |   |  |  |   |                  |     |   |   |   |   |                    |            |   |   |   |   |       |       |  |  |  |  |
| <b>Credit Value</b>  | 3   |  |    |    |    |                                   |             |  |  |  |  |    |    |    |    |                               |            |  |  |  |  |                          |     |   |  |  |   |                  |     |   |   |   |   |                    |            |   |   |   |   |       |       |  |  |  |  |
| <b>Level</b>   | 5   |  |    |    |    |                                   |             |  |  |  |  |    |    |    |    |                               |            |  |  |  |  |                          |     |   |  |  |   |                  |     |   |   |   |   |                    |            |   |   |   |   |       |       |  |  |  |  |
| <b>Normal Duration</b>   | 1-semester  |  |    |    |    |                                   |             |  |  |  |  |    |    |    |    |                               |            |  |  |  |  |                          |     |   |  |  |   |                  |     |   |   |   |   |                    |            |   |   |   |   |       |       |  |  |  |  |
| <b>Pre-requisite / Co-requisite/ Exclusion</b>                         | Managing Organizations and People (MM511) or Organisational Behaviour and Development (MM513 or MM5131)   |  |    |    |    |                                   |             |  |  |  |  |    |    |    |    |                               |            |  |  |  |  |                          |     |   |  |  |   |                  |     |   |   |   |   |                    |            |   |   |   |   |       |       |  |  |  |  |
| <b>Role and Purposes</b>   | This subject will contribute to the outcomes by enabling students to apply concepts in the area of negotiation and conflict management, and by improving their interpersonal skills.  |  |    |    |    |                                   |             |  |  |  |  |    |    |    |    |                               |            |  |  |  |  |                          |     |   |  |  |   |                  |     |   |   |   |   |                    |            |   |   |   |   |       |       |  |  |  |  |
| <b>Subject Learning Outcomes</b>                                       | <p>Upon completion of the subject, students will be able to:</p> <ol style="list-style-type: none"> <li>understand the nature of negotiation and conflict and apply key conceptual frameworks to analyze actual situation;</li> <li>engage in critical and creative thinking, and use negotiation process as a means to achieve business targets, resolve conflict, and create value for organizations;</li> <li>evaluate the costs and benefits of alternative courses of actions in negotiations;</li> <li>assess one's own strengths and weaknesses as a negotiator, and communicate reasoned arguments effectively.</li> </ol>  |  |    |    |    |                                   |             |  |  |  |  |    |    |    |    |                               |            |  |  |  |  |                          |     |   |  |  |   |                  |     |   |   |   |   |                    |            |   |   |   |   |       |       |  |  |  |  |
| <b>Subject Synopsis/ Indicative Syllabus</b>                           | <p><b><u>Negotiation</u></b><br/> Bargaining and negotiation; ethics; distributive negotiation; integrative negotiation; BATNA (Best Alternative to a Negotiated Agreement); trust; power; emotions; persuasion; coalition; teams; negotiation scenarios in business contexts; negotiation between managers and employees; cross-cultural negotiation; social dilemma.</p> <p><b><u>Conflict Management</u></b><br/> Task conflict; relationship conflict; and conflict management styles.</p>  |  |    |    |    |                                   |             |  |  |  |  |    |    |    |    |                               |            |  |  |  |  |                          |     |   |  |  |   |                  |     |   |   |   |   |                    |            |   |   |   |   |       |       |  |  |  |  |
| <b>Teaching/Learning Methodology</b>                                   | Using exercises, negotiation role plays, simulations, videos, lectures, auctions, real world negotiation experiences, and other experiential activities, students will improve both their understanding and handling conflict management and negotiation. Synthesis and application of knowledge are assessed by means of performance in simulations, essays and examination.   |  |    |    |    |                                   |             |  |  |  |  |    |    |    |    |                               |            |  |  |  |  |                          |     |   |  |  |   |                  |     |   |   |   |   |                    |            |   |   |   |   |       |       |  |  |  |  |
| <b>Assessment Methods in Alignment with Intended Learning Outcomes</b> | <table border="1"> <thead> <tr> <th rowspan="2">Specific assessment methods/tasks</th> <th rowspan="2">% weighting</th> <th colspan="4">Intended subject learning outcomes to be assessed (Please tick as appropriate)</th> </tr> <tr> <th>a.</th> <th>b.</th> <th>c.</th> <th>d.</th> </tr> </thead> <tbody> <tr> <td><b>Continuous Assessment*</b></td> <td><b>50%</b></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>1. Individual assignment</td> <td>15%</td> <td>✓</td> <td></td> <td></td> <td>✓</td> </tr> <tr> <td>2. In-class work</td> <td>35%</td> <td>✓</td> <td>✓</td> <td>✓</td> <td>✓</td> </tr> <tr> <td><b>Examination</b></td> <td><b>50%</b></td> <td>✓</td> <td>✓</td> <td>✓</td> <td>✓</td> </tr> <tr> <td>Total</td> <td>100 %</td> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table> |  |    |    |    | Specific assessment methods/tasks | % weighting | Intended subject learning outcomes to be assessed (Please tick as appropriate) |  |  |  | a. | b. | c. | d. | <b>Continuous Assessment*</b> | <b>50%</b> |  |  |  |  | 1. Individual assignment | 15% | ✓ |  |  | ✓ | 2. In-class work | 35% | ✓ | ✓ | ✓ | ✓ | <b>Examination</b> | <b>50%</b> | ✓ | ✓ | ✓ | ✓ | Total | 100 % |  |  |  |  |
| Specific assessment methods/tasks                                      | % weighting   | Intended subject learning outcomes to be assessed (Please tick as appropriate) |    |    |    |                                   |             |  |  |  |  |    |    |    |    |                               |            |  |  |  |  |                          |     |   |  |  |   |                  |     |   |   |   |   |                    |            |   |   |   |   |       |       |  |  |  |  |
|  |   | a.   | b. | c. | d. |                                   |             |  |  |  |  |    |    |    |    |                               |            |  |  |  |  |                          |     |   |  |  |   |                  |     |   |   |   |   |                    |            |   |   |   |   |       |       |  |  |  |  |
| <b>Continuous Assessment*</b>  | <b>50%</b>  |  |    |    |    |                                   |             |  |  |  |  |    |    |    |    |                               |            |  |  |  |  |                          |     |   |  |  |   |                  |     |   |   |   |   |                    |            |   |   |   |   |       |       |  |  |  |  |
| 1. Individual assignment   | 15%   | ✓  |    |    | ✓  |                                   |             |  |  |  |  |    |    |    |    |                               |            |  |  |  |  |                          |     |   |  |  |   |                  |     |   |   |   |   |                    |            |   |   |   |   |       |       |  |  |  |  |
| 2. In-class work   | 35%   | ✓  | ✓  | ✓  | ✓  |                                   |             |  |  |  |  |    |    |    |    |                               |            |  |  |  |  |                          |     |   |  |  |   |                  |     |   |   |   |   |                    |            |   |   |   |   |       |       |  |  |  |  |
| <b>Examination</b>   | <b>50%</b>  | ✓  | ✓  | ✓  | ✓  |                                   |             |  |  |  |  |    |    |    |    |                               |            |  |  |  |  |                          |     |   |  |  |   |                  |     |   |   |   |   |                    |            |   |   |   |   |       |       |  |  |  |  |
| Total  | 100 %   |  |    |    |    |                                   |             |  |  |  |  |    |    |    |    |                               |            |  |  |  |  |                          |     |   |  |  |   |                  |     |   |   |   |   |                    |            |   |   |   |   |       |       |  |  |  |  |

|   |  |                 |
|---|--|-----------------|
|   | <p><i>*Weighting of assessment methods/tasks in continuous assessment may be different, subject to each subject lecturer.</i></p> <p>To pass this subject, students are required to obtain Grade D or above in <b>both</b> the Continuous Assessment and Examination components.</p> <p><b>Explanation of the appropriateness of the assessment methods in assessing the intended learning outcomes:</b></p> <p>The examination will assess all four outcomes, through compulsory questions. The weekly journals will trace students' development and focus on their assessment of their own strengths and weaknesses as negotiators, using conceptual frameworks to guide them. Classwork will address all of the outcomes through a series of experiential exercises and analysis of videos and cases.</p>   |                 |
| <p><b>Student Study Effort Expected</b></p> | <p>Class contact:</p>  |                 |
|   | <ul style="list-style-type: none"> <li>▪ Lectures and in-class work</li> </ul>   | <p>39 Hrs.</p>  |
|   | <p>Other student study effort:</p>   |                 |
|   | <ul style="list-style-type: none"> <li>▪ Self-study</li> </ul>   | <p>78 Hrs.</p>  |
|   | <p>Total student study effort</p>  | <p>117 Hrs.</p> |
| <p><b>Reading List and References</b></p>   | <p><u>Recommended Books</u></p> <p>Thompson, L. (2012). <i>The mind and heart of the negotiator</i> (5<sup>th</sup> ed). Upper Saddle River, NJ: Prentice Hall.</p> <p>Malhotra, D. &amp; Bazerman, M. 2008. <i>Negotiation Genius: How to Overcome Obstacles and Achieve Brilliant Results at the Bargaining Table and Beyond</i>. New York, NY: Bantam Dell.</p> <p>Brett, J. M. (2001). <i>Negotiating globally: How to negotiate deals, resolve disputes, and make decisions across cultural boundaries</i>. San Francisco, CA: Jossey-Bass.</p> <p>Lewicki, R. J., Saunders, D. M., &amp; Barry, B. (2008). <i>Negotiation</i> (5<sup>th</sup> ed.). Boston, MA: McGraw-Hill Irwin.</p> <p><u>Journals</u></p> <p>Journal of Personality and Social Psychology<br/> Organizational Behavior and Human Decision Processes<br/> Journal of Experimental Social Psychology<br/> Negotiation and Conflict Management Journal<br/> Journal of Conflict Resolution<br/> Negotiation Journal</p> |                 |