



# HRMT19023 *Conflict and Negotiation*

## Term 3 - 2018

Profile information current as at 14/12/2025 03:36 pm

All details in this unit profile for HRMT19023 have been officially approved by CQUniversity and represent a learning partnership between the University and you (our student). The information will not be changed unless absolutely necessary and any change will be clearly indicated by an approved correction included in the profile.

### General Information

#### Overview

One of the most challenging tasks confronted by university graduates working in human resources is the management of conflict and effective practice of negotiation. Accordingly, as a graduate, you will required some fundamental skills from the very start of your career. These include the ability to apply basic psychological principles when dealing with people, the ability to prepare and conduct effective negotiations, and the ability find productive solutions in conflict situations. This unit is designed to provide you with the opportunity to build upon theory from earlier units, and to acquire conflict resolution skills that will be applicable in the workplace.

#### Details

Career Level: *Undergraduate*

Unit Level: *Level 3*

Credit Points: 6

Student Contribution Band: 10

Fraction of Full-Time Student Load: 0.125

#### Pre-requisites or Co-requisites

Pre-requisite: HRMT11011 In addition, a sound knowledge base demonstrated by 72 credit points (undergraduate units)

Important note: Students enrolled in a subsequent unit who failed their pre-requisite unit, should drop the subsequent unit before the census date or within 10 working days of Fail grade notification. Students who do not drop the unit in this timeframe cannot later drop the unit without academic and financial liability. See details in the [Assessment Policy and Procedure \(Higher Education Coursework\)](#).

#### Offerings For Term 3 - 2018

- Distance

#### Attendance Requirements

All on-campus students are expected to attend scheduled classes – in some units, these classes are identified as a mandatory (pass/fail) component and attendance is compulsory. International students, on a student visa, must maintain a full time study load and meet both attendance and academic progress requirements in each study period (satisfactory attendance for International students is defined as maintaining at least an 80% attendance record).

#### Website

[This unit has a website, within the Moodle system, which is available two weeks before the start of term. It is important that you visit your Moodle site throughout the term. Please visit Moodle for more information.](#)

## Class and Assessment Overview

### Recommended Student Time Commitment

Each 6-credit Undergraduate unit at CQUniversity requires an overall time commitment of an average of 12.5 hours of study per week, making a total of 150 hours for the unit.

### Class Timetable

#### [Regional Campuses](#)

Bundaberg, Cairns, Emerald, Gladstone, Mackay, Rockhampton, Townsville

#### [Metropolitan Campuses](#)

Adelaide, Brisbane, Melbourne, Perth, Sydney

### Assessment Overview

#### 1. **Practical Assessment**

Weighting: 25%

#### 2. **Reflective Practice Assignment**

Weighting: 35%

#### 3. **Report**

Weighting: 40%

### Assessment Grading

This is a graded unit: your overall grade will be calculated from the marks or grades for each assessment task, based on the relative weightings shown in the table above. You must obtain an overall mark for the unit of at least 50%, or an overall grade of 'pass' in order to pass the unit. If any 'pass/fail' tasks are shown in the table above they must also be completed successfully ('pass' grade). You must also meet any minimum mark requirements specified for a particular assessment task, as detailed in the 'assessment task' section (note that in some instances, the minimum mark for a task may be greater than 50%). Consult the [University's Grades and Results Policy](#) for more details of interim results and final grades.

## CQUniversity Policies

**All University policies are available on the [CQUniversity Policy site](#).**

You may wish to view these policies:

- Grades and Results Policy
- Assessment Policy and Procedure (Higher Education Coursework)
- Review of Grade Procedure
- Student Academic Integrity Policy and Procedure
- Monitoring Academic Progress (MAP) Policy and Procedure – Domestic Students
- Monitoring Academic Progress (MAP) Policy and Procedure – International Students
- Student Refund and Credit Balance Policy and Procedure
- Student Feedback – Compliments and Complaints Policy and Procedure
- Information and Communications Technology Acceptable Use Policy and Procedure

This list is not an exhaustive list of all University policies. The full list of University policies are available on the [CQUniversity Policy site](#).

## Previous Student Feedback

### Feedback, Recommendations and Responses

Every unit is reviewed for enhancement each year. At the most recent review, the following staff and student feedback items were identified and recommendations were made.

#### Feedback from Student evaluations

##### Feedback

Would have been good to material for final assessment earlier so i could manage my workloads.

##### Recommendation

Assessment 3 resources were not available at the beginning of term, mainly on account of the unit being delivered for the first time. Assessment materials will be available well in advance to ensure that students are able to manage their workload effectively.

#### Feedback from Student evaluations

##### Feedback

The first two assessment pieces were the first time I had ever done something like that so I think some more information about how to approach them, how to set it out would have been great.

##### Recommendation

Further clarity will be provided on all assessment items, including written guidelines documents, and short videos that clarify expectations.

#### Feedback from Student evaluations

##### Feedback

I really enjoyed this subject, the assessment was different in a good way. All three assignments had an element of reflection which I think was really good, I don't think I do enough of that during my studies. The lecturer we had was great and made the negotiation activity less stressful. I had a chance to chat with him beforehand and he gave really good advice and put my nerves to ease.

##### Recommendation

Assessment tasks will retain the reflective component. The support provided for students regarding their participation in the negotiation will also be maintained.

#### Feedback from Discussion forums

##### Feedback

Minimal student engagement with discussion forums.

##### Recommendation

Additional efforts will be made to make the discussion forums engaging for students.

## Unit Learning Outcomes

### On successful completion of this unit, you will be able to:

1. Analyse the theory underpinning effective communication in an organisational environment
2. Apply basic psychological principles of communication to workplace situations such as interviews, consultations, negotiations, and meetings
3. Analyse the theory underpinning successful negotiation
4. Use effective techniques to plan, prepare, and conduct negotiations
5. Analyse the theory underpinning conflict resolution in the workplace
6. Apply basic conflict resolution techniques and principles in practical scenarios

## Alignment of Learning Outcomes, Assessment and Graduate Attributes



## Alignment of Assessment Tasks to Learning Outcomes

Assessment Tasks	Learning Outcomes					
	1	2	3	4	5	6
1 - Practical Assessment - 25%	•	•				
2 - Reflective Practice Assignment - 35%			•	•		
3 - Report - 40%					•	•

## Alignment of Graduate Attributes to Learning Outcomes

Graduate Attributes	Learning Outcomes					
	1	2	3	4	5	6
1 - Communication	•	•	•	•	•	•
2 - Problem Solving	•	•	•	•	•	•
3 - Critical Thinking	•	•	•	•	•	•
4 - Information Literacy	•	•	•	•	•	•
5 - Team Work			•	•		
6 - Information Technology Competence				•		
7 - Cross Cultural Competence	•	•	•	•	•	•
8 - Ethical practice	•	•	•	•	•	•
9 - Social Innovation						
10 - Aboriginal and Torres Strait Islander Cultures						

## Alignment of Assessment Tasks to Graduate Attributes

Assessment Tasks	Graduate Attributes									
	1	2	3	4	5	6	7	8	9	10
1 - Practical Assessment - 25%	•	•	•	•			•	•		
2 - Reflective Practice Assignment - 35%	•	•	•	•	•		•	•		
3 - Report - 40%	•	•	•	•			•	•		

## Textbooks and Resources

### Textbooks

**There are no required textbooks.**

### IT Resources

**You will need access to the following IT resources:**

- CQUniversity Student Email
- Internet
- Unit Website (Moodle)
- Modern computer/laptop with sufficient hard drive & memory size, plus adequate Internet access and connection reliability to facilitate significant uploads/downloads/video streaming and sustained lengthy connections (e.g., for lecture downloads, real time oral presentations (using Zoom), Zoom tutorial sessions), with microphone and speakers (built-in or external) OR microphone+speaker headset (cheap '\$20' set is suitable).

## Referencing Style

All submissions for this unit must use the referencing style: [American Psychological Association 6th Edition \(APA 6th edition\)](#)

For further information, see the Assessment Tasks.

## Teaching Contacts

**Geoffrey Chapman** Unit Coordinator  
[g.chapman@cqu.edu.au](mailto:g.chapman@cqu.edu.au)

## Schedule

### Week 1 - 05 Nov 2018

Module/Topic	Chapter	Events and Submissions/Topic
Introduction to Conflict Communication	See the Moodle site for details on weekly readings and resources.	

### Week 2 - 12 Nov 2018

Module/Topic	Chapter	Events and Submissions/Topic
Principles of Persuasion	See the Moodle site for details on weekly readings and resources.	

### Week 3 - 19 Nov 2018

Module/Topic	Chapter	Events and Submissions/Topic
Personal Differences	See the Moodle site for details on weekly readings and resources.	

### Week 4 - 26 Nov 2018

Module/Topic	Chapter	Events and Submissions/Topic
Listening and Questioning Techniques	See the Moodle site for details on weekly readings and resources.	<b>Self-Assessment and Analysis</b> Due: Week 4 Friday (30 Nov 2018) 11:45 pm AEST

### Vacation Week - 03 Dec 2018

Module/Topic	Chapter	Events and Submissions/Topic
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**Week 5 - 10 Dec 2018**

Module/Topic	Chapter	Events and Submissions/Topic
Introduction to Negotiation	See the Moodle site for details on weekly readings and resources.	

**Week 6 - 17 Dec 2018**

Module/Topic	Chapter	Events and Submissions/Topic
Negotiation Styles	See the Moodle site for details on weekly readings and resources.	

**Vacation Week - 24 Dec 2018**

Module/Topic	Chapter	Events and Submissions/Topic
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**Week 7 - 31 Dec 2018**

Module/Topic	Chapter	Events and Submissions/Topic
Mediation and Conciliation	See the Moodle site for details on weekly readings and resources.	

**Week 8 - 07 Jan 2019**

Module/Topic	Chapter	Events and Submissions/Topic
Alternative Negotiation Strategies and Techniques	See the Moodle site for details on weekly readings and resources.	<b>Reflection on Negotiation Exercise</b> Due: Week 8 Friday (11 Jan 2019) 11:45 pm AEST

**Week 9 - 14 Jan 2019**

Module/Topic	Chapter	Events and Submissions/Topic
Introduction to Managing Conflict	See the Moodle site for details on weekly readings and resources.	

**Week 10 - 21 Jan 2019**

Module/Topic	Chapter	Events and Submissions/Topic
The Shape and Causes of Conflict	See the Moodle site for details on weekly readings and resources.	

**Week 11 - 28 Jan 2019**

Module/Topic	Chapter	Events and Submissions/Topic
Responses to Conflict	See the Moodle site for details on weekly readings and resources.	

**Week 12 - 04 Feb 2019**

Module/Topic	Chapter	Events and Submissions/Topic
Best Practice Conflict Management	See the Moodle site for details on weekly readings and resources.	<b>Case Analysis Report</b> Due: Week 12 Friday (8 Feb 2019) 11:45 pm AEST

**Exam Week - 11 Feb 2019**

Module/Topic	Chapter	Events and Submissions/Topic
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## Assessment Tasks

### 1 Self-Assessment and Analysis

**Assessment Type**

Practical Assessment

**Task Description**

You will complete four self-assessment tools across weeks 1-4. Based on the results of these tools, you will create a single page document that outlines 'how to get the best out of me as an employee'. There is no prescribed layout or design of this document, but it needs to give a clear indication of individual

strengths and weaknesses, as well as suggested management strategies that will enable you to perform effectively in an organisational environment. You do not need to have in-text citations in this document, but you can include them if you choose to.

Following this single page document, you will need to provide a 1000 word justification that provides a theoretical justification for the information shown in your single page document. This justification should provide further information about the self-assessment tools, and review the literature supporting these tools.

This assignment will be worth 25% of your overall assessment. See Moodle for more information regarding this assessment task.

**Assessment Due Date**

Week 4 Friday (30 Nov 2018) 11:45 pm AEST

**Return Date to Students**

Week 6 Friday (21 Dec 2018)

As per University policy, assessment tasks will be returned to students within two University scheduled weeks.

**Weighting**

25%

**Assessment Criteria**

As the assignment is worth 25% of your assessment, it will be marked out of 25.

A full marking rubric will be available on the Moodle site. The following criteria will be the basis of this rubric:

**Single Page Document**

- \* Clear identification of strengths and weaknesses based on Self-Assessment results - 20% (5 marks)
- \* Provision of realistic and practical management strategies - 20% (5 marks)
- \* Effective layout and design of document - 10% (2.5 marks)

**Justification**

- \* Demonstrated understanding of key theories and concepts - 20% (5 marks)
- \* Demonstrated ability to apply research and analysis skills - 20% (5 marks)
- \* Effective use of APA style referencing, including a minimum number of sources - 5% (1.25 marks)
- \* Clarity of written communication - 5% (1.25 marks)

**Referencing Style**

- [American Psychological Association 6th Edition \(APA 6th edition\)](#)

**Submission**

Online

**Submission Instructions**

All assignments must be submitted through the Moodle site. No email submissions will be accepted. Please contact SDesk if you have difficulty accessing the Moodle site.

**Learning Outcomes Assessed**

- Analyse the theory underpinning effective communication in an organisational environment
- Apply basic psychological principles of communication to workplace situations such as interviews, consultations, negotiations, and meetings

**Graduate Attributes**

- Communication
- Problem Solving
- Critical Thinking
- Information Literacy
- Cross Cultural Competence
- Ethical practice

## 2 Reflection on Negotiation Exercise

**Assessment Type**

Reflective Practice Assignment

**Task Description**

You will participate in an online negotiation activity with another student enrolled in this unit. Details of this activity will be provided on the Moodle site.

Following completion of the negotiation activity, you will be required to prepare a reflective essay that demonstrates critical analysis of negotiation theory and practice. Your essay should describe the process that occurred during your participation in the activity, highlighting specific instances where you are able to apply relevant theory and concepts. Regardless of whether you reach an agreement or not, you should still be able to apply relevant concepts to demonstrate how certain actions taken by either party may have had positive or negative effects on the negotiation. Following this analysis, your essay should include a reflection on what you have learnt about your personal negotiation skills from participating in this activity, and highlight some key areas that you could improve.

Further information about this task is available on the Moodle site.

**Assessment Due Date**

Week 8 Friday (11 Jan 2019) 11:45 pm AEST

Students will be required to participate in a negotiation exercise via Zoom prior to submitting this task. Details for this negotiation exercise are available on the Moodle site.

**Return Date to Students**

Week 10 Friday (25 Jan 2019)

As per University policy, assessment tasks will be returned to students within two University scheduled weeks.

**Weighting**

35%

**Assessment Criteria**

As the assignment is worth 35% of your assessment, it will be marked out of 35.

A full marking rubric will be available on the Moodle site. The following criteria will be the basis of this rubric:

**Reflective Essay**

- \* Demonstrated understanding of key theories and concepts - 20% (7 marks)
- \* Demonstrated ability to apply research and analysis skills - 20% (7 marks)
- \* Demonstrated understanding of the negotiation process - 20% (7 marks)
- \* Demonstrated ability to reflect on personal negotiation skills and identify areas for improvement - 20% (7 marks)
- \* Effective use of APA style referencing, including a minimum number of sources - 10% (3.5 marks)
- \* Clarity of written communication - 10% (3.5 marks)

**Referencing Style**

- [American Psychological Association 6th Edition \(APA 6th edition\)](#)

**Submission**

Online

**Submission Instructions**

All assignments must be submitted through the Moodle site. No email submissions will be accepted. Please contact SDesk if you have difficulty accessing the Moodle site.

**Learning Outcomes Assessed**

- Analyse the theory underpinning successful negotiation
- Use effective techniques to plan, prepare, and conduct negotiations

**Graduate Attributes**

- Communication
- Problem Solving
- Critical Thinking



- Information Literacy
- Team Work
- Cross Cultural Competence
- Ethical practice

### 3 Case Analysis Report

#### Assessment Type

Report

#### Task Description

You will be required to review documents and videos that depict a conflict situation. After analysing this case information, you will be required to prepare a 2000 word report that demonstrates your understanding of the situation described in the case (with reference to relevant theory and concepts where appropriate), and provide practical recommendations that would help to improve the situation. Your recommendations need to be justified with appropriate sources.

The report should follow a conventional report structure, and be prepared as if it were going to be presented to the organisation.

Further information about this task is available on the Moodle site.

#### Assessment Due Date

Week 12 Friday (8 Feb 2019) 11:45 pm AEST

#### Return Date to Students

As per university policy, the marks and feedback for this task will not be available until the official release of grades date for T3 2018.

#### Weighting

40%

#### Assessment Criteria

As the assignment is worth 40% of your assessment, it will be marked out of 40.

A full marking rubric will be available on the Moodle site. The following criteria will be the basis of this rubric:

#### Case Analysis Report

- \* Description of the case, including key events and individuals - 20% (8 marks)
- \* Discussion and analysis of the situation, making reference to relevant concepts and theory - 25% (10 marks)
- \* Identification and justification of proposed conflict management strategies - 20% (8 marks)
- \* Clear methods of implementation for the suggested conflict management strategies - 15% (6 marks)
- \* Effective use of APA style referencing, including a minimum number of sources - 10% (4 marks)
- \* Clarity of written communication - 10% (4 marks)

#### Referencing Style

- [American Psychological Association 6th Edition \(APA 6th edition\)](#)

#### Submission

Online

#### Submission Instructions

All assignments must be submitted through the Moodle site. No email submissions will be accepted. Please contact SDesk if you have difficulty accessing the Moodle site.

#### Learning Outcomes Assessed

- Analyse the theory underpinning conflict resolution in the workplace
- Apply basic conflict resolution techniques and principles in practical scenarios

#### Graduate Attributes

- Communication
- Problem Solving
- Critical Thinking

- Information Literacy
- Cross Cultural Competence
- Ethical practice

## Academic Integrity Statement

As a CQUniversity student you are expected to act honestly in all aspects of your academic work.

Any assessable work undertaken or submitted for review or assessment must be your own work. Assessable work is any type of work you do to meet the assessment requirements in the unit, including draft work submitted for review and feedback and final work to be assessed.

When you use the ideas, words or data of others in your assessment, you must thoroughly and clearly acknowledge the source of this information by using the correct referencing style for your unit. Using others' work without proper acknowledgement may be considered a form of intellectual dishonesty.

Participating honestly, respectfully, responsibly, and fairly in your university study ensures the CQUniversity qualification you earn will be valued as a true indication of your individual academic achievement and will continue to receive the respect and recognition it deserves.

As a student, you are responsible for reading and following CQUniversity's policies, including the [Student Academic Integrity Policy and Procedure](#). This policy sets out CQUniversity's expectations of you to act with integrity, examples of academic integrity breaches to avoid, the processes used to address alleged breaches of academic integrity, and potential penalties.

### **What is a breach of academic integrity?**

A breach of academic integrity includes but is not limited to plagiarism, self-plagiarism, collusion, cheating, contract cheating, and academic misconduct. The Student Academic Integrity Policy and Procedure defines what these terms mean and gives examples.

### **Why is academic integrity important?**

A breach of academic integrity may result in one or more penalties, including suspension or even expulsion from the University. It can also have negative implications for student visas and future enrolment at CQUniversity or elsewhere. Students who engage in contract cheating also risk being blackmailed by contract cheating services.

### **Where can I get assistance?**

For academic advice and guidance, the [Academic Learning Centre \(ALC\)](#) can support you in becoming confident in completing assessments with integrity and of high standard.

### **What can you do to act with integrity?**

**Be Honest**

If your assessment task is done by someone else, it would be dishonest of you to claim it as your own

**Seek Help**

If you are not sure about how to cite or reference in essays, reports etc, then seek help from your lecturer, the library or the Academic Learning Centre (ALC)

**Produce Original Work**

Originality comes from your ability to read widely, think critically, and apply your gained knowledge to address a question or problem