



Micro-Credentials

Information Sheet and Descriptor

Definition (working)

A micro-credential is a proof of the learning outcomes that a learner has acquired following a short learning experience. These learning outcomes have been assessed against transparent standards. The proof is contained in a certified document that lists the name of the holder, the achieved learning outcomes, the assessment method, the awarding body and, where applicable, the qualifications framework level and the credits gained. Micro-credentials are owned by the learner, can be shared, are portable and may be combined into larger credentials or qualifications. They are underpinned by quality assurance following agreed standards (working definition approved by HCI Steering, 11 February 2021**).**

Micro-credentials – range of credits from 2.5* ECTS, 5 ECTS, 10 ECTS.

*Note: for the 2021/22 academic year micro-credentials will consist of 5 ECTS or 10 ECTS.

Micro-credentials:

- Consist of credit offered for continuing/professional development purposes.
- Are specifically designed to upskill the workforce.
- May be stackable.
- Offer flexible delivery to meet the needs of industry, business and employees.

MC = Micro-Credential

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HCI Pillar 3

Micro-Credentials: Descriptor

HCI Cluster and Work Package for the proposed micro-credential:	Cluster 1: Work-package 1
To whom will the micro-credential be offered?	<p>Specify the <i>specific industry/profession targeted</i>:</p> <p>This micro-credential has been developed in response to organizations increasingly appreciating the crucial role that negotiation plays in optimizing the performance of leaders, managers, supervisors and employees, optimizing their success across all business disciplines. Furthermore, the different manifestations of conflict that are increasingly present within and beyond organizations, necessitates conflict resolution skills that serve to bolster relationships and business performance. Regardless of whether participants are involved in leadership, management, marketing, sales, communication, procurement, finance, facilities management or other areas across the public and private sectors or in non-profit organizations, they stand to gain by acquiring the capability, competence and confidence to negotiate in a manner that optimizes value for all parties involved, establishes an enduring relationship between the parties and contributes to the successful implementation of negotiation outcomes. In whatever facet of business participants are involved they will experience a meaningful improvement in their vocational and personal endeavours.</p>
Micro-credential title:	Negotiating for Value
Is the proposed micro-credential a new or existing module (repurposed)?	New module/MC
(For Existing Modules Only)	
Existing module detail	<p><i>If this is an existing module to be repurposed as a micro-credential, please respond to the questions below.</i></p> <p><i>If not, proceed to the next section.</i></p> <p>State the name of the module and programme (<i>and enclose module descriptor if available</i>):</p> <p>Click or tap here to enter text.</p>



	<p>Is the module shared with another discipline/School? If so, name the discipline/School: Click or tap here to enter text.</p> <p>Existing Module details: Select UG or PG.</p> <p>State year group.</p> <p>No. of ECTS of module: Click or tap here to enter text.</p> <p>NFQ level: Click or tap here to enter text.</p> <p>School (owner and discipline): Click or tap here to enter text.</p> <p>Module coordinator: Click or tap here to enter text.</p> <p>Code in SITS: Click or tap here to enter text.</p> <p><i>If changes are required to the existing module so that it can exist coherently as a micro-credential please give details (please also outline how the existing module will meet the criteria of a micro-credential in terms of meeting the needs of industry and, providing flexible delivery):</i></p> <p>Click or tap here to enter text.</p>	
Micro-credential information		
NFQ level (if applicable)	9	PG
ECTS	<p><i>Note: 5 ECTS: 100–125 hrs student effort (PG: 1 ECT: 25 hrs student effort)</i></p> <p>5 ECTS (125 student effort hours)</p>	
School (owner) and discipline	Trinity Business School	
MC Coordinator (name) <i>(Must be academic / teaching staff)</i>	David Venter, Adjunct Teaching Fellow, TBS Dr Mary-Lee Rhodes, Associate Professor, TBS	
State other Schools/external organisations involved in	N/A	



the delivery of the micro-credential (if applicable)	
Industry/profession	<p>Specify the industry/profession targeted by the micro-credential:</p> <p>This micro-credential is designed for participants that are involved in managing and leading the full spectrum of organizations in the public and private sectors, as well as the non-governmental sector.</p> <p>The targeted professions include Chief Executives, Senior Managers, sales, marketing, human resources, communication, procurement and finance executives, as well as attorneys, consultants, venture capitalists, entrepreneurs, engineers, medical executives, politicians and officials at all levels of government.</p> <p>Given that all employees within organizations are regularly called upon to negotiate formally and informally within and beyond their organisations, this course, although orientated towards mid-level and senior managers, is equally applicable to those in those in start-ups and owner-operated businesses.</p> <p>What market need is addressed by the micro-credential:</p> <p>In his book, <i>Bargaining with the Devil</i>, Robert Mnookin (2018) highlights an array of challenges that leaders, managers and others face when negotiating in their vocational and personal lives. He uses various examples to show how good practice empowers negotiators to effectively and efficiently deal with seemingly intractable challenges.</p> <p>During the programme participants are also introduced to different negotiation strategies, tactics and frameworks and are assisted to understand which strategies and tactics are conducive to win more/win more negotiations. To assist participants with structured planning prior to negotiations, they are introduced to a set of templates that were developed by the programme presenter. Participants use these templates when preparing for the case studies and role plays that form an integral part of the programme and have been carefully selected to reflect negotiations in the real-life business environment.</p> <p>State the industry/employer-related skills addressed by the micro-credential:</p> <p>The programme, which is based on a wide array of research findings and pedagogical insights, has been designed to expose participants to the crucial 'hard' and 'soft' modalities that constitute principled, integrative, cooperative and value optimizing negotiation, thus ensuring that they, on completing the programme, are empowered with the capability, competence and confidence to return to their fields of endeavour with a mindset that enables them to create added value in their future negotiations. The interactive workshops in which participants are immersed are designed to ensure that the cornerstones of principled, integrative, cooperative and value maximizing negotiation are well established. As such the micro-credential not only introduces participants to negotiation and conflict</p>



	<p>resolution methodology but also provides opportunities to bring their newfound knowledge and insights to bear when negotiating different case studies. By also devoting due attention to strategic, behavioural and cultural variables, participants are given opportunities to develop the skills needed for arriving at mutually beneficial, non-manipulative and sustainable agreements across cultures. Interwoven into the course is a strong emphasis on the universal principles of human behaviour, cross cultural and gender imperatives and the need for employing divergent thinking skills to arrive at truly innovative negotiation outcomes.</p> <p>Inscribing a principled negotiation culture has repeatedly proven to be a critical success factor for ensuring that the business that should be done, is done, the business that should not be done, is not done and for those tasked with negotiation to behave in a manner that does not exacerbate negative counterpart behaviour.</p> <p>How will the delivery of this micro-credential facilitate industry/professional staff participation (flexible delivery – online/blended/face-to-face – evenings/weekends etc)?</p> <p>By regularly relating specific aspects of the course to real-life business approaches, participants are strongly encouraged to integrate their newfound knowledge, insights and skills into how they approach their vocational responsibilities.</p>
Teaching staff & if appropriate institutional/industry affiliation	<p>Name all teaching staff involved and if external, the name of the organisation.</p> <p>David Venter, Adjunct Teaching Fellow, TBS</p>
Min./max. number of students	<p>Min. number of students: 12</p> <p>Max. number of students: 25</p>
Mode of delivery	<p>Face-to-face</p> <p>Any further details: Where online delivery is required due to Covid restrictions, the necessary adaptations will be made (zoom). TBS Executive Education has developed an approach for delivering short courses online.</p>
MC entry & admission requirements/pre-requisites (if applicable)	<p>The micro-credential targets professional learners from mid and senior levels from the private, public and non-profit sectors and is open to those with a degree (or equivalent) and a strong academic record in any discipline from a recognised third level institution.</p> <p>Applicants without a degree are, however, welcome to apply on condition that they have a proven managerial track record. Furthermore, all applicants are required to have completed a minimum of 3 years of professional or managerial work experience (this is in-line with the entry criteria for other TBS post-</p>



	<p>experience postgraduate programmes, such as the MBA and Executive MBA programmes).</p> <p>The language requirement for students with a first language that is not English is IELTS 6.5, or TOEFL IBT 90 for non-native English speakers.</p> <p>In the event of heavy competition for access to the programme or concern regarding a particular applicant's suitability, an interview may be required.</p>		
Proposed commencement date	September 2021		
Micro-credential frequency, duration and term	<p><i>Frequency of delivery during the academic year:</i></p> <p>Up to twice a year</p>	<p><i>Duration of the MC (e.g. 6 weeks). If block delivery applies provide details:</i></p> <p>4-day delivery, 2 x 2-day sessions.</p>	<p><i>Indicate term(s):</i></p> <p>Michaelmas <input checked="" type="checkbox"/></p> <p>Hilary <input checked="" type="checkbox"/></p> <p>Trinity <input checked="" type="checkbox"/></p>
Contact and independent study hours (include total)	<p>(1 ECTS = 25 hrs) Note: contact hours also relate to online delivery.</p> <p>Lectures – 30 hours. Study/Self Study – 65 hours. Assignment – 30 hours. Total – 125 hours</p>		
Micro-credential aims	<p>This micro-credential is designed to empower candidates to employ a strategic approach to negotiations focused on negotiating agreements that optimise value and are mutually beneficial. By juxtaposing the different approaches to negotiation, participants are brought to appreciate the benefit of a well-designed negotiation strategy that delivers value maximising agreements.</p> <p>Having been specifically developed for those in leadership and managerial positions, this programme aspires to lay a strong foundation for principled, integrative, cooperative and value maximising negotiation as a core ingredient of success in management and leadership. Given the added attention that business will in future be obliged to pay to Environmental, Social and Governance (ESG) principles, these aspects are referenced throughout the course.</p>		
Micro-credential learning outcomes (approx. 5)	<p>Resources: Academic Practice and QQI</p> <p>Note: Learning outcomes should stem from and align with the MC aims and start with an explicit and assessable verb.</p> <p>On successful completion of this micro-credential, learners will be able to:</p> <p>LO1 Apply the core determinants that underpin principled, value-maximizing negotiation.</p> <p>LO2 Demonstrate a systematic and critically evaluative understanding of the positions undertaken by participants during the different stages of negotiation.</p>		



	<p>LO3 Identify the limitations that premature thought closure poses with respect to the joint opportunity finding that parties need to embark upon for envisioning and realising the best options for achieving an optimal mutual beneficial outcome.</p> <p>LO4 Employ negotiation as an opportunity for parties to work together to jointly develop creative and innovative solutions best suited to resolve the ‘problems’ or ‘conflicts’ that bring them to the negotiation table.</p> <p>LO5 Determine and differentiate destructive from constructive deployment of power in the pursuit of principled, value-enhancing negotiation.</p>
<p>MC content areas. <i>(Bullet points can be used)</i></p> <p>If the MC (or components) will be delivered in a blended format, identify the content that will be delivered online.</p>	<p>The content areas covered in this micro-credential are:</p> <ul style="list-style-type: none"> • Positional bargaining vs integrative win more/win more negotiation • Aspiration and real bases, and how to ‘walk away’ from a negotiation • Ensuring Best Alternatives to A Negotiation (BATNAs) • Determining the contracting zone within which a negotiation outcome is to be found • Identifying the common, conflicting and parallel interests of parties involved in a negotiation • The power and danger related to ‘first offers’ • Precautions that need to be kept in mind when negotiation: assumptions, premature thought closure, establishing an enduring relationship between the parties, perceptions, heuristics and biases, framing • The role of gender and culture in negotiation • Structured negotiation planning using different templates • Leveraging the six Universal Principles of Human Behaviour as identified by Robert Cialdini
<p>Teaching and Learning Methods (state pedagogical approach).</p> <p>Include the online environment(s) to deliver the MC e.g. Blackboard/Zoom, if appropriate.</p>	<p>Resources: Academic Practice</p> <p>This is a 4-day (30 contact hour) micro-credential, comprising of lectures, case studies, role plays and interactive workshops, additional reading material and independent learning and reviewing. Participants will have access to the lecturer throughout the course via email and Blackboard.</p> <p>Face-to-face classes will be supported by a variety of teaching and learning methods including group work, case studies, role plays, student-led discussion, and self and peer evaluation.</p> <p>The VLE (BlackBoard) will be used to host activities, including Collaborate Ultra and discussion boards. The VLE will also be used to provide structured access to all resources and assignments.</p>
<p>MC assessment components</p> <p><i>Please include the following...</i></p> <p><i>How will the MC be assessed?</i></p>	<p>Overall Comment</p> <p>1) Two weighted bi-lateral group-based in-class case studies (40/60) will be assessed by way of templates that detail the planning for these cases, the agreements that were negotiated and an evaluation of the value added for the parties (the in-class assignments constitute 50% of the overall programme grade) - LO1, LO2, LO3, LO4,</p>



<p>Indicate the LO assessed for each assessment (e.g. LO1 etc.)</p> <p>Indicate the % of overall mark each assessment is worth.</p> <p>Indicate if summative/formative (e.g. essay/research paper)</p>	<p>During the periods between the online sessions, participants will be asked to study clearly defined resources in preparation for online session that are to follow. At the outset of sessions, randomly chosen participants will be asked to provide a short verbal summary.</p> <p>II) An individual written case-based assignment in which participants will be required to respond to specific questions and apply influence/persuasion theory for resolving a specific negotiation. Responses will amount to approximately 1500 to 2000 words (the individual assignment constitutes 50% of the overall programme grade) - LO3, LO4, LO5. This assignment, which entails a salary negotiation with a gender angle, relates to an essential negotiation each participant will regularly be involved in as an employee or a supervisor/manager.</p> <p>The in-class and individual assignments feed into each other. Lecturer will be available for consultation throughout the scheduled delivery period of the Micro-credential.</p>
<p>State how the MC will be reassessed if failed</p>	<p>Failure is defined as a module grade of less than 50%. Students who fail to achieve a minimum of 50% in an assessment element may resubmit with a deadline for resubmission of one month from the publication of the initial results. Only one resubmission will be allowed per assessment element, and the maximum mark awarded for the resubmitted assignment is 50%. Students who, following re-submission, have failed to pass a module will be deemed to have failed overall, and may apply to repeat the course.</p>
<p>Pass standard & any special requirements for passing the MC</p>	<p>Resources: Calendar III</p> <p>50% required for pass.</p>
<p>Penalties for late submission</p>	<p>Late submissions without an extension will be capped at 50%</p>
<p>Core reading (if applicable)</p>	<ul style="list-style-type: none">• Adair, W.L. & Brett, J.M. (2005) "The negotiation dance: time, culture and behavioural sequences in negotiation." <i>Organization Science</i>, 16(1): pp.33-51.• Kahneman, D. (2013) <i>Thinking, Fast and Slow</i>. London: Penguin Books• Mnookin, R.H. (2011) <i>Bargaining With the Devil. When to Negotiate, when to fight</i>. New York: Simon & Schuster.• Nine Core Modules prepared by the programme presenter and provided to programme participants prior to the commencement of the programme.
<p>Are there subject experts in other Schools/disciplines?</p>	<p>No</p> <p>If yes, name of School and discipline Click or tap here to enter text.</p> <p>Has the MC been discussed with the School/discipline and DUTL/DTLP?</p> <p>Yes</p>



Proposed student fee

External student fee €2,000

Faculty Dean and School Executive Approval:

Date of approval of the proposed micro-credential by the School Executive: 18/05/2021 (Letter of support provided by the Dean)

Date of approval of financial information by Faculty Dean: 13/05/2021

Signed by Head of School:

Date: 21.06.21

Faculty Dean:

Date: 08.06.21