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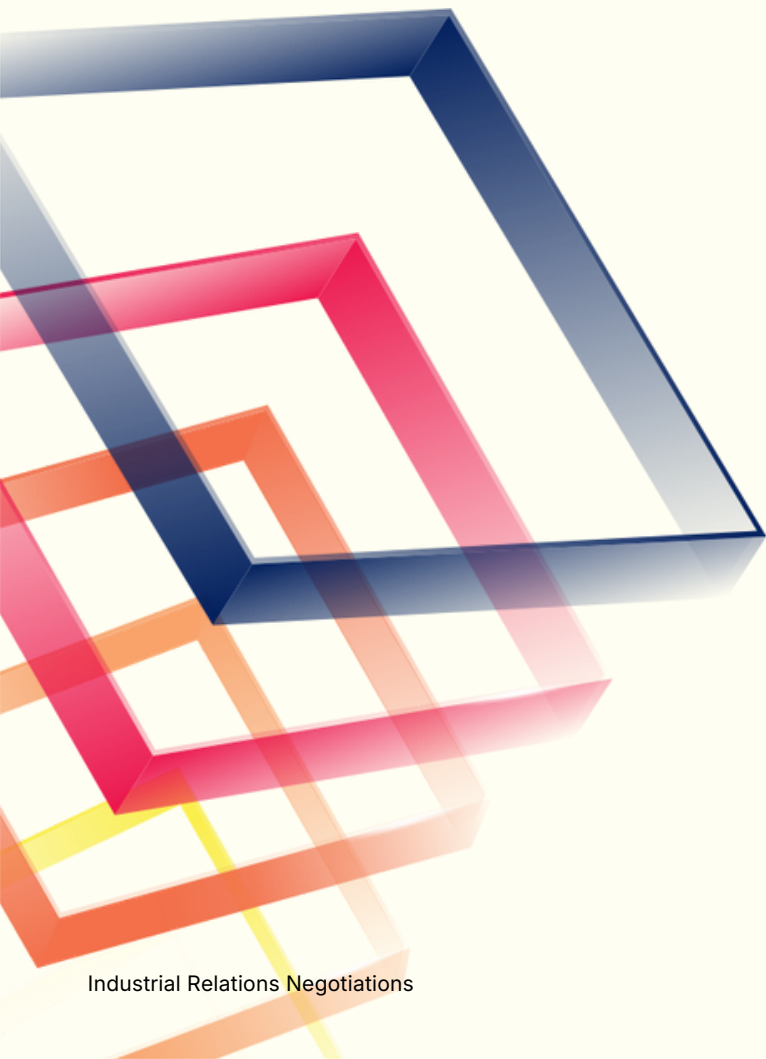


Melbourne
Business
School

The Industrial Relations Negotiations Program

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Welcome

Enterprise bargaining is now more complex, visible and consequential for employers. This program helps leaders and practitioners strengthen their negotiation planning, stakeholder alignment, decision-making and execution within today's legal and industrial relations environment.

Delivered jointly by global law firm Herbert Smith Freehills Kramer and Melbourne Business School, it combines current industrial relations insight with practical negotiation and executive learning expertise to help participants make better decisions and perform more effectively in high-stakes bargaining settings.





Recent industrial relations reforms have delivered to unions and employees a significant increase in bargaining power, and we are seeing that translate across industries into more ambit claims, less willingness to compromise, and more drawn-out negotiations.

In this program participants will learn how to prepare, manage complexity and apply negotiation strategy within today's legal and industrial relations environment, including how to;

- Understand how IR reforms are changing bargaining dynamics
- Plan for complex two-level and multi-party negotiations
- Align stakeholders, mandates and decision pathways
- Assess risk, trade-offs and minimum acceptable outcomes
- Use negotiation strategy, signalling and communication more deliberately
- Apply systems thinking to live bargaining contexts



"In this new world of industrial relations, there is no question that the enterprise bargaining environment is more challenging.

This program has been designed as the first step in an employer's pre-bargaining planning."

Rohan Doyle, Partner (Industrial Relations)
Herbert Smith Freehills Kramer



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Who should attend?

Audience	Why they should attend
Industrial relations and employee relations practitioners, enterprise bargaining leads, and HR leaders with direct bargaining responsibility	Build stronger capability in negotiation planning, stakeholder alignment, risk management and enterprise bargaining execution in today's industrial relations environment.
Operational leaders, in-house legal advisers, workplace relations professionals, and senior decision-makers who influence bargaining outcomes	Develop a sharper understanding of bargaining dynamics, legal and strategic constraints, and the internal decisions that shape successful employer-side negotiations.

Prerequisites

This program is designed for participants with some exposure to negotiation, enterprise bargaining or related workplace and industrial relations matters. Candidates without prior training are provided a preparation module to support program readiness.

This program is for people who lead, advise on or influence enterprise bargaining and complex workplace negotiations, including those in industrial relations, employee relations, legal, HR and operational roles.

- *Industrial Relations Managers and Employee Relations Managers*
- *Enterprise Bargaining Leads and Workplace Relations Specialists*
- *HR Directors, Heads of People and Senior HR Business Partners*
- *In-house Legal Counsel and Employment Law Advisers*
- *Operations Leaders and General Managers involved in workforce decisions*
- *Senior leaders who sponsor, approve or shape bargaining strategy*



Key takeaways

By the end of the program, participants will be better equipped to lead, contribute to and support enterprise bargaining negotiations with greater clarity, confidence and strategic discipline.

Understand how recent **industrial relations reforms** have reshaped bargaining dynamics and employer strategy

Prepare more effectively for **enterprise bargaining** through stronger planning, stakeholder alignment and risk assessment

Apply **negotiation frameworks** to complex two-level and multi-party industrial relations negotiations

Manage **bargaining dynamics** across formal rounds, side conversations and internal mandates

Use **systems thinking** to interpret and respond to the complexity of enterprise bargaining

Assess **bargaining thresholds, trade-offs and minimum acceptable outcomes** with greater rigour

Adapt **negotiation strategy** across different phases of the bargaining process

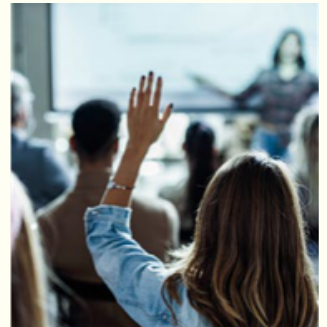
Use **signalling and communication** more deliberately in industrial relations negotiation contexts

The learning experience

This program offers a practical and highly engaging learning experience, designed around the realities of contemporary enterprise bargaining. Participants learn alongside peers facing similar industrial relations challenges, creating a valuable opportunity to test ideas, compare approaches and strengthen judgement in a complex and high-stakes environment.

Delivered jointly by Melbourne Business School faculty and Herbert Smith Freehills Kramer practitioners, the program brings together negotiation science, executive learning and current industrial relations practice. Through tailored case material, applied discussion, negotiation exercises and structured debriefs, participants work through the legal, strategic and behavioural dimensions of enterprise bargaining in ways that are directly relevant to their roles.

A strong emphasis is placed on experiential learning and peer exchange. Participants engage in simulations, reflect on their own bargaining context, and learn in a confidential setting that supports candid discussion and practical application. The result is a learning experience that builds both conceptual understanding and the confidence to apply that learning in live bargaining situations.



"Negotiations, like all of business, are becoming more complex and dealing with more long-term, uncertain, and multiparty challenges. To be effective, negotiators need skill in managing multiple issues, multiple parties, tough emotions, and situations they can't fully control. Our program is designed to build those skills."

Jen Overbeck

Professor of Management, Melbourne Business School

Program director

The Industrial Relations Negotiations program is delivered by leading faculty from Melbourne Business School, who bring deep expertise and extensive experience advising organisations across a range of industries, alongside industrial relations partners from Herbert Smith Freehills Kramer.



Jen Overbeck

Professor of Management
Melbourne Business School

Facilitators include:



Rohan Doyle

Partner (Industrial Relations)
Herbert Smith Freehills Kramer



Daisung Jang

Assistant Professor
Melbourne Business School



Sven Feldmann

Associate Professor of
Economics
Melbourne Business School



David Keith

Associate Professor of
Strategy
Melbourne Business School

Jennifer completed a PhD in social psychology at the University of Colorado and then a postdoctoral fellowship at the Stanford Graduate School of Business. She specialises in organisational behaviour, negotiation, and influence, and conducts research into the ways in which power is used in the workplace.

Jen currently teaches Negotiation and Influence on our Full-time, Part-time, Executive, and Senior Executive MBA programs. She also teaches Foundations of Quantitative Methods on our PhD program and a variety of Executive Education programs, including Women in Leadership and the Advanced Management Program.

*"The program was relevant,
novel and interesting.
Facilitators were great.
Inclusive processes and
facilitation"*

*Past Advanced Negotiations short
course participant*

Topics covered

The contemporary industrial relations landscape

Bargaining reform and the changing risk environment

Strategic planning for enterprise bargaining negotiations

Multi-party bargaining dynamics and complexity

Internal alignment, mandates and decision pathways

Negotiation simulation and practical debrief

Systems thinking in industrial relations negotiation

Negotiation strategy, signalling and influence

Industry Panel Session

The program also includes a panel discussion with leading industry practitioners, followed by networking drinks and dinner.



Melbourne Business School,
Carlton VIC



9th, 10th & 11th November, 2026



\$7,000 (inc. GST)

Enrol now

Note: This is a non-residential program.
Program Fee also covers morning tea, lunch,
afternoon tea and dinner on the second night as part
of the panel session

Discounts are available for group enrolments of 5+.

Program enquiries



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custom leadership programs
tailored for your organisation,
contact:

Chris McMullin



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Program overview

BEFORE

Review program information and preparatory materials

Complete pre-reading and any pre-program activities. This must be done prior to day 1.

DURING

OUTLINE	Day	AM session	PM session	Evening
	Day 1	IR legal framework: Examines the current bargaining environment, key industrial relations reforms, and the implications for employer strategy, preparation and bargaining choices.	Strategic planning for negotiation: Focuses on planning for complex two-level negotiations, stakeholder mapping, scorecard development and preparation for the Day 2 simulation.	
	Day 2	Negotiation simulation: Immerses participants in a multi-party, two-level industrial relations negotiation featuring multiple rounds, side meetings and ratification dynamics.	Simulation debrief and systems dynamics: Draws lessons from the exercise and introduces systems thinking to help participants interpret how bargaining variables interact in enterprise bargaining settings.	Industry panel and networking dinner
	Day 3	Modelling multi-party thresholds: Explores minimum acceptable outcomes, thresholds and entry conditions across the parties involved in complex negotiations.	Negotiation phases, strategy and signalling: Explores how strategy shifts across phases of negotiation and how signalling can be used more deliberately in industrial relations bargaining contexts.	

AFTER

Revisit program content and access supporting resources

Apply learning to live enterprise bargaining and workplace negotiation contexts

About our partner



Melbourne Business School partners with Herbert Smith Freehills Kramer (HSF Kramer), a world-leading global law firm, to support the delivery of this program. The firm's market-leading industrial relations and employment practice has advised on many of Australia's most high-profile workplace matters over the past 30+ years. HSF Kramer provides practical, solutions-focused advice that helps organisations navigate complex industrial relations frameworks, achieve their commercial objectives, and minimise legal and reputational risk.

As a program partner, HSF Kramer brings real-world insight and leading legal and commercial expertise, strengthening the program's relevance and practical impact, and supporting industrial relations, legal and employee practitioners to navigate modern workplace and bargaining challenges.



Rohan Doyle, Partner (Industrial Relations) Herbert Smith Freehills Kramer

Rohan is an Industrial Relations partner at Herbert Smith Freehills Kramer. He has a national practice spanning all aspects of employment law, but his passion is helping employers implement workplace change, resolve complex industrial disputes and negotiate enterprise agreements. Rohan is described by legal guides as 'pre-eminent' in his field. He has extensive enterprise bargaining credentials having assisted many of Australia's largest organisations in their negotiations and acted in many of the most significant industrial relations disputes over the last 17 years. He has also been at the forefront of the recent industrial relations reforms, having acted on the first test cases on the new multi-enterprise bargaining laws and same job same pay laws.

Campus locations

Head Office
Carlton
200 Leicester Street
Carlton VIC 3053
Australia

Kuala Lumpur
Colony @ Eco City
1503, Boutique
Office 1, KL Eco
City, 59200 Kuala
Lumpur, Malaysia

Jakarta
South Quarter Building,
Tower C, Level 10,
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Cilandak, Jakarta 12430

Connect with us

