

NEGOTIATION

COURSE OUTLINE

1. Introduction

For a manager, negotiation is a fact of life. The negotiation process is an integral part of our day-to-day activities with people inside and outside the organization, whose cooperation is essential to attain our goals. The special Seminar on Negotiation will focus on negotiation as an integral part of the managerial process.

During and beyond your EMBA, you will be more and more embroiled in the struggles of the hypercompetitive corporate arena or will be toiling hard in pursuit of your entrepreneurial dreams. In either case you will be spending a huge percentage of your working life negotiating – negotiating with suppliers, with customers, with peers, with subordinates, with partners, with regulatory authorities...and the list goes on. The proposed Negotiation seminar aims at helping you build your

own, personal model of negotiation by making you critically reflect on your strengths and weaknesses as a negotiator, through intensive simulation exercises. What we will do is to formalize your negotiation experiences, and to take some time out to think critically about what could be an intuitive process for you. This will allow us to establish a framework that will help you increase your learning every time you are involved in a new negotiation.

2. Objectives

The Module's objective is to improving your negotiation skills by focusing on Elements of your personal Negotiation Model, Principles of Negotiation and Process of Negotiation.

3. Learning Outcomes

During the module, we will concentrate on trying to attain the following objectives:

To improve your ability to negotiate in competitive as well as collaborative situations.

To increase your level of awareness of the negotiation process.

To become familiar with specific concepts and principles that will enhance your negotiation effectiveness.

To reflect on your personal style and the impact it has on others.

4. Competences

General Competences

- Receiving and transmitting ideas effectively using the appropriate channel in the right moment and providing specific details to back up their observations and conclusions.
- Diagnosing, dealing with and resolving interpersonal conflicts quickly and deeply, without damaging personal relations.
- Receiving the commitment of collaborators by inspiring their trust, giving meaning to their work and motivating them to achieve their goals.
- Promoting an atmosphere of collaboration, communication and trust among team members.
- Displaying an entrepreneurial spirit and making the necessary changes with decisiveness and personal responsibility.
- Identifying and effectively dealing with information that is relevant to the job.
- Negotiating, reaching satisfactory agreements for the parties involved, and discovering or creating items that give added value to the relationship.
- Reacting with emotions and states of mind that are appropriate in each situation. Being upright and behaving in an honorable fashion in any situation.

Specific Competences

- Applying techniques and skills for dealing with situations involving people with the aim of effectively managing teams and resolving conflicts in multicultural contexts.

5. Content and Methodology

Content

- Introduction to the negotiation model – Negotiation as Managing Skill.
- Principles of Negotiation – How to prepare and manage a process of Negotiation depending on the situation (competitive as collaborative). How to manage competitive negotiation?
- The Competitive-Collaborative Tension in negotiations: Co-opetition. How to manage a collaborative negotiation?
- Creative negotiations: Process of Negotiation and Preparation. How to derive creative solutions in a Negotiation.
- Team Negotiations – Dynamics of a Team Negotiation and Key Strategies.
- Integrating Competitive & Collaborative Strategies – Managing Deadlocks and multivariable negotiations. Understanding different styles of negotiations and their respective impact over one another
- Managing multi-party negotiations

Methodology

In each session, we will be going through a three stage process:

Negotiation Exercise. During each class sessions, you will have an opportunity to complete a negotiation with one or more of your classmates.

In class review. After you complete each negotiation exercise, we will review the results in class, and we will discuss the main points of the exercise.

Journal. You will keep a journal to record your experiences during simulation exercises, your learning from exercises and class discussions, and areas that according to you should be addressed in order to improve your negotiating skills. For every exercise, you will be sent a link to a journal, which you need to fill in and submit on the same day.

6. Evaluation

Evaluation will be done on the basis of class participation, disciplined and punctual submissions of journals, off-class negotiation exercises as well as the final negotiation report.

Class participation – 45%

Final negotiation report – at the end of the course, you will be asked to prepare and submit a negotiation report – 35%

Journals & Off-class Negotiation exercises – in the section above you already read about journals. During the course you will be asked to conduct some negotiation exercises outside of the class with one of your classmates. Once you finish the exercise, you will be asked to submit a summary of the exercise in required format. - 20%