

NEGOTIATIONS

Introduction

The negotiation process is a part of every manager's day-to-day activities with people inside and outside the organization, people whose cooperation is essential to attain your goals. Because negotiation is pervasive in our daily activities, our sessions will focus on negotiation as an integral part of the managerial process.

Consider for a moment what percentage of your working day you spend negotiating. At the same time, consider that you must already be a good negotiator, or you would not be in the position you occupy. Because you have already developed a negotiation style through your own experiences, we cannot expect radical changes in that style in the sessions we have together. What we can expect is to formalize your experiences, and to take some time to think critically about what may now 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.

How much progress you make in our sessions on negotiation will be up to you. Because negotiation is a skill and there is only one way to acquire and improve: practice. For a more effective learning practice of the skill must be accompanied by a critical analysis of your experiences and by a commitment to improve until new negotiation techniques learnt in the classroom become part of your repertoire.

Objectives

In this course, we will concentrate on trying to attain the following objectives:

- 1) To improve your ability to negotiate in competitive as well as collaborative situations.
- 2) To increase your level of awareness of the negotiation process.
- 3) To become familiar with specific concepts and principles that will enhance your negotiation effectiveness.
- 4) To reflect on your personal style and the impact it has on other

Learning Outcomes

RA19. Enable students to apply acquired knowledge and solve problems in new or unfamiliar environments within broader (or multidisciplinary) contexts related to their area of study.

RA11. Enable students to integrate knowledge and address the complexity of making judgments based on incomplete or limited information, including reflections on social and ethical responsibilities linked to the application of their knowledge and judgments.

RA20. Enable students to communicate their conclusions, along with the knowledge and rationale supporting them, to both specialized and non-specialized audiences clearly and unambiguously.

General Competences

RA13. Work effectively in multicultural teams, assuming project leadership when necessary. Integrate the value of diversity into the team's decision-making and work process (Multicultural teamwork skills).

RA22. Acquire self-knowledge and self-control necessary to work effectively under pressure in professional environments, understanding others' motivations and the corporate culture (Emotional intelligence).

RA3. Identify relevant data to diagnose a business problem and generate sensible decision alternatives.

RA23. Develop communication skills in a business context following the classic framework of logos, ethos, and pathos to structure a solid, convincing argument, accompanied by body language and effective storytelling.

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

Instructional Activities

AF1: Training sessions and meetings with the teacher (classes, seminars, lectures, tutorials, company visits, simulations): 20hrs

AF2: Individual student work (personal study, preparation of assignments): 4hrs

AF3: Teamwork (preparation of group assignments and execution of simulations): 5hrs

AF4: Evaluation tests: 1hrs

Evaluation

Your grade will be based on your class participation (50%) and on your assignments for the course (50%). To do well, you need to come prepared to class, turn in the assignments, and participate in team and in-class discussions.

The IESE Business School's Honor Code and Learning Partnership apply to all activities in this course. For individual assignments, unless explicitly stated, you should not interact with anyone else. For deliverables to be done in teams you should interact only with the members of your team.