

## 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 will 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 six double 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.

### Objectives

During the module, 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 others.

### Competences

#### Basic Competences

- CB7. The students know how to apply the knowledge acquired and their ability to solve problems in new or unfamiliar environments within broader (or multidisciplinary) contexts related to their area of study.
- CB8. The students can integrate knowledge and face the complexity of formulating judgments based on information that, being incomplete or limited, includes reflections on social and ethical responsibilities linked to the application of their knowledge and judgments.
- CB9. Students know how to communicate their conclusions and the knowledge and ultimate reasons that support them to specialized and non-specialized audiences in a clear and unambiguous way.
- CB10. Students possess the learning skills that allow them to continue studying in a way that will be largely self-directed or autonomous.

## General Competences

- CG1 - Listen, understand, and contrast the points of view of others to make an objective composition of a business situation. Communicate in a structured and persuasive way. (Interpersonal communication).
- CG2 - Work effectively in multicultural teams, assuming the leadership of a project when required. Integrate the value of diversity in the decision process and teamwork. (Ability to work in multicultural teams).
- CG3 - Critically evaluate the information and the context of a business situation to reach its own conclusions for making prudential decisions. (Critical thinking).
- CG4 - Acquire the self-knowledge and self-control necessary to work effectively in professional environments under pressure, understanding the motivations of others and the culture of the company. (Emotional intelligence).
- CG5 - Apply proven ethical criteria in making business decisions, respecting the intrinsic dignity of each person and the achievement of the common good. (Integrity).
- CG6 - Develop a proactive and open mindset to organizational change in order to design and promote process improvement initiatives and facilitate one's ability to adapt to new organizational cultures. (Innovative spirit).

## Specific Competences

- CE01 - Identify the relevant data to diagnose a business problem and generate sensible decision alternatives.
- CE03 - Analyze and design optimized customer-oriented operations and logistics systems, according to the principles and applicability of the Lean philosophy (eliminate what does not add value).
- CE05 - Carry out negotiations, both in competitive and collaborative environments, that reach satisfactory and stable agreements for all parties.

## Content

This course discusses the following topics:

- Introduction to Negotiation
- Competitive Negotiation: Principles
- Competitive Negotiation: Process
- Competitive-Collaborative Pension
- Creative Negotiation I
- Creative Negotiation II
- Creative Negotiation III
- Negotiation and Mediation I
- Negotiation and Mediation II
- Negotiation and Mediation III
- The art of Negotiation

## 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.