

## **Negotiation (2 ECTS)**

### **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 sessions we have together. What we can expect is to formalize your experiences, and to take some time to think critically about what may 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 negotiating is a skill, there is only one way to improve: practice. Practice of this skill, as with any other, must be accompanied by a critical analysis of your experiences and by a commitment to improve until new skills become part of your repertoire.

### **Objectives**

The module focuses on the following:

- Elements of a Negotiation Model
- Principles of Negotiation
- Process of Negotiation
- Personal Negotiation Styles

### **Content**

1. Introduction to the Negotiation Model
2. Principles of Negotiation

3. The Competitive-Collaborative Tension in Negotiations: Co-opetition
4. Creative Negotiations & Process of Negotiation
5. Team Negotiations
6. Integrating Competitive & Collaborative Strategies

## Evaluation

Evaluation will be done on the basis of class participation: 40% (SE4:), negotiation journals as well as the final negotiation report: 60% (SE2).

## Competences

### Basic

CB6. Possess and understand knowledge that provides a basis or opportunity to be original in the development and / or application of ideas, often in a research context.

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

CG1. Expose and discuss business situations rigorously and effectively, using both formal and informal procedures, and providing relevant data to support their observations and conclusions.

CG2. Identify, address, and resolve interpersonal conflicts promptly and deeply without damaging the personal relationship, both within the organization and in its immediate environment of stakeholders (shareholders, customers, suppliers, etc.)

CG3. Work as a team within multicultural business environments, inspiring the trust of colleagues and collaborators, their commitment to achieving objectives, and the delegation of tasks and decisions.

CG4. Understand and apply the mechanisms that generate an environment of collaboration, communication, and trust between the members of a team or organization.

CG8. Anticipate and assess situations of special tension to maintain personal balance and act objectively and consistently.

CG12. Apply negotiation techniques that integrate the interests of all parties to reach satisfactory and lasting agreements, discover, or create elements that produce added value to the relationship.

CG13. Develop and validate hypotheses about the reactions at a personal or company level to different decisions and circumstances to develop solid learning about oneself and the organization itself.

### Specific

CE06. Compare management models and company cultures through the application of anthropological

and sociological models provided by academic literature.

CE07. Understand and apply conflict resolution techniques and skills in multicultural organizational environments.

CE08. Acquire coaching skills to identify and develop talent in the members of an organization. Learn techniques to give and receive feedback, observe, and measure skills, and facilitate their development through the design of work experiences.

CE10. Strengthen the leadership skills of teams and companies, starting with self-knowledge and understanding the different types of temperaments and their way of interacting. Know the state of the art of empirical research in this field.