



[NEG] Negotiation

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

Competences

Basic Competences

- 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. (CB6).
- 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. (CB7).

- 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. (CB8).
- 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. (CB9).
- Students possess the learning skills that allow them to continue studying in a way that will be largely self-directed or autonomous. (CB10).

General Competences

- To explain and discuss business situations in a rigorous, effective way using both formal and informal procedures, and providing relevant information to support their observations and conclusions. (CG1).
- To resolve interpersonal conflicts quickly and profoundly without damaging the personal relationship, both inside the organization and in the immediate milieu of those involved (shareholders, customers, suppliers, etc.). (CG2).
- To work on a team in multicultural business environments, inspiring trust in colleagues and partners, commitment to achieving the objectives, and delegating tasks and decisions. (CG3).
- To understand and apply the mechanisms that generate an atmosphere of cooperation, communication, and trust among the members of a team or organization. (CG4).
- To identify the catalysts of personal and organizational change to foster the entrepreneurial and innovative behavior that makes it possible to adapt to changing business environments. (CG5).
- To distinguish and categorize relevant information effectively for business decision making. (CG7).
- To interpret the global context in order to analyze and judge the threats and opportunities facing the organization. (CG9).
- To apply business techniques that integrate the interests of all parties in order to reach satisfactory, lasting agreements by uncovering or creating elements that bring added value to the relationship. (CG12).
- To analyze, debate, and apply ethical criteria in order to behave properly and honestly in any situation. (CG14).

Specific Competences

- To apply a structured, rigorous analysis process of business situations that encompasses all the dimensions of the business (personnel, strategy, finance, etc.) and concludes with the preparation of a reasonable, feasible action plan. (CE1).
- To understand and apply conflict-resolution techniques and skills in multicultural organizational environments. (CE7).

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:) and the final negotiation report: 60% (SE2).

