
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 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 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 Elements of a Negotiation Model, Principles of Negotiation and Process of Negotiation.

Learning Outcomes

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.

Content

1. Introduction to the Negotiation Model
2. Principles of Negotiation
3. Process of Negotiation
4. The Competitive-Collaborative Tension in Negotiations: Co-opetition
5. Team Negotiations
6. Integrating Competitive & Collaborative: Creativity in Job Offer Negotiations

Regarding this activity, I would like to remark for the benefit of the Module that it is essential to keep strict confidentiality over the practice material that will be delivered either in advance of or along with each session, even with your classmates and/or members of your negotiating team.

Both you and your eventual negotiation partner will be receiving different information and instructions for the simulation exercise. Therefore, in order to make the simulation process more effective, both parties should assume it as being absolutely restricted both before and after the negotiation practice up to the point we all discuss the case in class.

Finally, I would like to make some recommendations for you to get the maximum benefit of this Module:

- Please be an active participant in class.
- To be effective, the negotiating exercise requires that you firmly believe the role you are representing. Please internalize the role you are assigned in each case and act it out accordingly. This added realism is important for you as well as your partner(s).
- Explore new approaches to negotiate and be open to change.
- Have fun!!

Methodology

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

- 1) *Negotiation Exercise*. During each class sessions, you will have an opportunity to complete a negotiation with one or more of your classmates.
- 2) *In-class review*. After your complete each negotiation exercise, we will review the results in class, and we will discuss the main points of the exercise.
- 3) *Journal*. In your day-to-day activities it is hard to take time to reflect on your personal negotiation style. For the negotiation class, you will be asked to make the time for this reflection. You will keep a journal to record your strengths, what you learn, and areas to be addressed in order to improve your negotiating skills.

We will be using different cases with increasing levels of complexity throughout our discussions.

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.

Evaluation

Evaluation will be done on the basis of class participation (50%) and negotiation journals (30%) as well as the final individual report (20%).