

## TECHNICAL DATA OF THE SUBJECT

Date of the Subject	
Name	Negotiation Techniques
Code	
Grade	Intercambio de la Facultad de Ciencias Económicas y Empresariales, Grado en Administración y Dirección de Empresas, Grado en Derecho y Grado en Administración y Dirección de Empresas, Grado en Administración y Dirección de Empresas con Mención Internacional
Course	Cuarto
Semester	Semester 1 & 2
ECTS credits	6
Subject	Optional
Department	Management
Area	
University	
Schedule	
Professors	

Date of professors	
Professor	
Name	
Department	
Área	
Office	
e-mail	
Phone	
Tutorial Schedule	

## SUBJECT SPECIFIC DATA

Context of the subject
<b>Contribution to students profile</b>
The main target of this subject is the importance of a systematic negotiation methodology based on some principles, known as Harvard Method. For those students aiming at managing in a professional way but as well to persuade in their personal relationships, this subject will be a great help to develop the abilities to face successfully to any negotiation. Through a practical methodology, students will develop their capabilities, abilities and competences. The student will learn from different negotiation situation in cases and role-plays so that the students might develop competitive advantage in their negotiation capacity.
<b>Prerequisites</b>
<b>None.</b> This subject is taught in the last years of the academical studies so that the student is already familiar with the different aspects of functional and management areas of a company, the subject will be an opportunity to implement concepts and knowledge from other areas. It is important to be curious about different areas to participate in the role-plays.

<b>Competences</b>		
<b>General Competences</b>		
<b>Instrumental</b>		
CGI 1. Analysis and synthesis capacity CGI 2. Problem solving and decision taking CGI 3. Management and planning capacity CGI 5. General knowledge on the study area CGI 6. Oral and written capacity		
<b>Interpersonal</b>		
CGP 9. Interpersonal abilities: listening, arguing and debating CGP 10. Leadership and teamwork capacity CGP 12. Ethical behaviour CGP 13. Respect to diversity and multiculturalism		
<b>Systemic</b>		
CGS 14. Learning and self-working capacity CGS 17. Capacity to elaborate and communicate ideas, projects, reports, solutions and problems CGS 18. Entrepreneurial spirit		
<b>Specific competencies of the subject-area</b>		
<b>Concepts (knowing), Procedures (to know how to do), Attitude (to know how to be)</b>		
<b>CE22</b>	<b>Knowledge and comprehension about the leadership in the managerial area</b>	
	RA1	Knowing the different sources of power within the organization and the influence styles to manage them properly.
	RA2	Developing a global view of the management skills and valuing the importance of all of them in the business success.
	RA3	Putting in practice the ability to manage power within the organization.
<b>CE22.1</b>	<b>Comprehension of the abilities that empower the managerial function within the organization, strength and weaknesses as leader</b>	
	RA3	Developing and thinking of new leadership models based in emotional and interpersonal competencies.
<b>CE22.2</b>	<b>Capacity to apply communication and persuasion abilities as leader</b>	
	RA1	Practicing the active listening and empathy in the professional relationships.
	RA2	Practicing the ability to communicate information, to be assertive, to give orders and instructions and fix goals and objectives to collaborators.
	RA3	Practicing the ability to make question and obtain information in the context of the different types of professional interviews.
	RA4	Practicing the ability to feedback collaborators.
	RA5	Practicing communication skills needed to treat difficult situations like denying requests, address requests and make or receive critics.
<b>CE22.4</b>	<b>Capacity to apply needed problem solving capacity and decision taking in the labour and management areas.</b>	
	RA1	Practicing problem solving techniques and teamwork decision taking.
	RA2	Practicing the ability to communicate decisions.
	RA3	Practicing the ability to manage and introduce changes in the organization.
	RA4	Practicing the ability to lead with creativity and innovation.
<b>CE22.5</b>	<b>Knowledge and comprehension of professional negotiation techniques.</b>	
	RA1	Knowledge of conflict management and different negotiation types adequate to any situation.
	RA2	Knowledge of the planning, phases and closing of any kind of negotiation.
	RA3	Capacity of designing strategies and negotiation tactics according to circumstances.
	RA4	Understanding and management the intercultural difference during negotiations.
	RA5	Adding arguments to own ideas, refuting the arguments of the other and make concessions.
	RA6	Closing negotiations.

## THEMATIC AREAS AND CONTENTS

### Contents – Thematic Areas

#### AREA 1: THE ART OF NEGOTIATING WITHOUT CONCEDEDING

##### Section 1: THE PROBLEM: DO NOT BARGAIN

- 1.1 Discussing positions produce bad agreements
- 1.2 Discussing on positions is inefficient
- 1.3 Discussing on positions will endanger existing relationship
- 1.4 When many parts are involved, positional negotiaions is much worse
- 1.5 To be kind and sympathetic is not the answer

##### Section 2: THE METHOD

- 2.1 Separate people from problems:
  1. Negotiators are, above all, people
  2. Separate relationship form essence
  3. Perception
  4. Emotion
  5. Communication
  6. Prevention is what works better
- 2.2 Focus on interests, not in positions
  1. Agree on interests, not in positions
  2. How to identify interests
  3. Talk about your interests
- 2.3 Produce options for mutual profit
  1. Diagnosis
  2. Prejudgements
  3. The only answer
  4. Separate, invent and decide
  5. Widen your options
  6. Loof for mutual profit
  7. Make easier the decision for the other part
- 2.4 Insist on objective criteria
  1. Decide based on the will is too expensive
  2. Develop objective criteria
  3. Negotiate with objective criteria

##### Section 3: YES,BUT

- 3.1 What if the others are more powerful? Develop your MAPAN
  1. Protect yourself
  2. Extracting maximum profit from what your advantages
  3. When the other part is more powerful
- 3.2 What if they do not want to keep negotiation? Use Jiu-Jitsu of negotiation
- 3.3 What if they play dirty? The way to tame a hard negotiator

## LEARNING METHODOLOGY

General Methodological aspects	
<p>The methodology applied in this subject is based on the case methodology that implies a team preparation phase for a final negotiation. There will be observers who will supervise the negotiation giving feedback to participants. After this, the case will be reviewed in class by the professor; results will be shared as well as methodological issues. The student finally must make a personal review of the process. Due to all these factors, the attendance to class is compulsory, any negotiation will treat different issues and the role-plays are prepared to a number of participants that equals the number of students. By the end of the semester, the student will be able to see his or her personal evolution. At the same time, methodology and theoretical concepts from the Harvard method will be introduced during a series of exercises thought to develop and assimilate the elements of negotiation.</p>	
Presencial Methodology: Activities	Competences
<p><b>AF8. Simulations, rol-play, group dynamics:</b> Analysis and real case solving in different business and personal environments. Through the individual readings of the cases proposed by the professor, the students must focus on the important data and information that they consider relevant to the decision taking and problem solving. Later, these data will be shared within the team, treating to develop a strategy and how to act facing the opponent team. They must plan the main aspects to be seen, being creative and generating ideas and proposals to be debated and decide who and how the negotiation will be faced. During the preparation phase, the team must assume its role in the negotiation and the participation of the different members of the team. During the negotiation, they must handle communication, perception and emotions and be evaluated and supervised. After the negotiation, the members of the team will receive feedback of their abilities and they behaviour (ethical) or how they have cope with the different aspects of the negotiation. After the feedback and the review, every students must make a critical review of the areas of improvement.</p>	<p>CGI 1. Analysis and synthesis capacity CGI 2. Problem solving an decision taking CGI 3. Management and planning capacity CGI 5. General knowledge on the study area CGI 6. Oral and written capacity CGP 9. Interpersonal abilities: listening, arguing and debating0 CGP 10. Leadership and teamwork capacity CGP 12. Ethical behaviour CGP 13. Respect to diversity and multiculturalism CGS 18. Entrepreneurial spirit</p>
<p><b>AF2. Participative sessions with presentation of conclusions:</b> based on the different role-plays and in the moment of review the professor will explain the basic notions with the active participation of students, who will discuss the non-clear aspects that they think, are pertinent for the correct comprehension of contents. That will include dynamic presentations and the participation of students through different activities.</p>	<p>CGI 5. General knowledge on the study area</p>
<p><b>AF4. Exercises.</b> A series of practical exercises will be realized focused on the development of a concrete aspect of negotiation and the way to prepare it. It is not a case, but an exercise that simulates a real situation and focus on a specific negotiation aspect (interests, options, alternatives, legitimation, communication, relationship, compromise). Through the cases, the student will acquire tools and models that will fix their theoretical knowledge. It is mainly an individual work that will be shared by the professor with all students during classes.</p>	<p>CGS 14. Learning and self-working capacity CGS 17. Capacity to elaborate and communicate ideas, projects, reports, solutions and problems CGI 3. Management and planning capacity</p>
Offline methodology: Activities	Competences
<p><b>B1. Study and materials.</b> Individual study by students to understand, reelaborate and keep the structural framework and the scientific bases of Harvard Negotiation methodology based on principles that will be the content of one exam.</p>	<p>CGI 1. Analysis and synthesis capacity CGI 5. General knowledge on the study area CGS 14. Learning and self-working capacity</p>

<b>B2. Monographies.</b> Individually students must present a summary on their evolution and knowledge acquired during the course linking theoretical and practical issues, they will examine real situation going beyond the summary of different sources.	CGI 1. Analysis and synthesis capacity CGI 5. General knowledge on the study area CGI 6. Oral and written capacity CGS 14. Learning and self-working capacity CGP 12. Ethical Compromise
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## EVALUATION CRITERIA

Actividades de evaluación	Criteria	Weight
Theoretical exam: Getting to the yes	Comprehension and applicability capacity	50%
Participation in class and presentation of the different cases in class Attendance is compulsory, unless the student has a permission not to attend classes, if so the theoretical exam will have a weight of 100% in the final grade.	Participation and rigor. Proactivity	15%
Practical cases.	Evaluation of capacities acquired	35%
<b>Students who will not attend classes</b>	<b>CRITERIOS</b>	<b>PESO</b>
Theoretical exam on the book; Getting to the Yes	Comprehension and applicability capacity.	100%
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## TIMETABLE

Online/Offline Activities	Date of realization	Due date

## RESSOURCES AND BIBLIOGRAPHY

Basic Bibliography
<b>Books</b>
ROGER FISHER - WILLIAM URY - BRUCE PATTON (1991): "Getting to the Yes", Gestión 2000. Edición 2011.
<b>Book Chapters</b>
They will be indicated to students
<b>Articles</b>
They will be provided to students
<b>Web Pages</b>
<b>Apuntes</b>
<b>Other materials</b>
PPT and Videos shown in class

