

## Negotiation

UGRA\_014169

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Departments	Department of People Management & Organisation
Teaching Languages	English and Spanish
ECTS	4
Teacher responsible	Steven Guest - steven.guest@esade.edu

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### Course Goals

The course will enable you to become an excellent negotiator by learning how to:

- Achieve superior results in a vast array of competitive environments, including those that entail uncertainty, difficult people, conflict, intense pressure from competitors, negotiating from a position of weakness, negotiating in multi-party environments,
- Identify, understand, and use psychological influence tactics at the negotiation table;
- Integrate cultural dimensions into your negotiations to achieve superior results in international settings.
- Implement effective strategies across multiparty negotiations and build coalitions.
- Lever emotional intelligence in a negotiation
- Understand auction theory and hybrid negotiation strategies
- Adopt a “negotiating life” strategy to business and professional relations

Previous knowledge	none
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Prerequisites	none
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Teaching methodology	Highly interactive, activity based learning and learning-by-doing approach. The course will be based on students' active participation and will make an extensive use of the following methodologies:
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- Group dynamics: simulations and group discussions...
- Role-playing out negotiation scenarios
- Brief lectures on selected topics
- Feedback processes for counterparts

## Description

### Course contribution to program

The ability to negotiate favorable agreements—with customers, partners, investors, suppliers, and colleagues, stakeholders in general—is a vital skill for leaders and executives. This course is designed for students who want to become more than merely competent negotiators, developing their skills towards mastery. The course is designed to help you lead at the bargaining table by sharpening your negotiation skills and resolving conflicts both in and outside the company, communicating with difficult clients or partners, and executing the most crucial and complex deals for your organization.

### Short description

This course aims to improve both your understanding of negotiation and your effectiveness as a negotiator.

Drawing on work from a variety of research perspectives, the materials studied will provide frameworks for understanding and implementing negotiation strategies in commercial contexts. In class you will spend a significant amount of time in simulated negotiation role plays. Homework will typically consist of preparing for the next class negotiation, assigned readings, and writing a journal entry.

Besides, there will be one required paper and one case hand-in. Throughout, emphasis will be placed on developing awareness of how to improve as a negotiator and on helping others improve as negotiators.

The ability to negotiate favorable agreements is a vital skill for managers, leaders and executives. But also for you in a personal sense.

This course is designed for people to want to master negotiation and take their negotiation skills to the next level.

## Bibliography

Raiffa, Howard, John Richardson, and David Metcalfe., *Negotiation analysis : the science and art of collaborative decision making.*, Cambridge, Mass. London: Belknap, 2007. Print. (Book)  
Thompson, Leigh L., *The mind and heart of the negotiator.*, Upper Saddle River, N.J: Pearson/Prentice Hall, 2005. Print. (Book)

Malhotra, Deepak, and Max H. Bazerman., *Negotiation genius : how to overcome obstacles and achieve*

brilliant results at the bargaining table and beyond., New York, N.Y: Bantam Dell, 2008. Print. (Book)

Subramanian, Guhan., Negotiauctions : new dealmaking strategies for a competitive marketplace., New York: W.W. Norton & Co, 2010.  
Print. (Book)

Lewicki, Roy J., Negotiation : readings, exercises, and cases., Boston: McGrawHill/Irwin, 2003. Print. (Book)

## Activities

Role-play exercises and simulations  
Negotiating scenarios based on role playing

Readings  
On negotiation

Presentations  
Short lecturettes

Case study analyses  
Negotiation cases

## Content

#	Topic
1	Negotiator's toolkit: distributive bargaining
2	Negotiator's toolkit: integrative bargaining
3	Cross cultural negotiation
4	Multiparty negotiation and teams
5	Coalition analysis
6	Doing deals in investment banking – auction theory
7	Conflict management 1 – The role of mediation
8	Conflict management 2. The manager as third party

## Assessment

Tool	Assessment tool	Category	Weight %
Individual or team exercises	Memo Preparation for Negotiations	Retake and ordinary round	30.00%
Learning journal	Learning Journal	Retake and ordinary round	40.00%
Participation in program activities	Participation and feedback	Retake and ordinary round	15.00%
Individual or team exercises	Case Experimentation Challenge	Retake and ordinary round	15.00%

## PROGRAMS

B13-Exchange Program Bachelor of Business Administration (BBA) (Undergraduates: Business)  
B13 Year 1 (Optative)

B13S-Exchange Program Bachelor of Business Administration (BBA) (Undergraduates: Business)  
B13S Year 1 (Optative)

BBA20-Bachelor of Business Administration (BBA) (Undergraduates: Business)  
BBA20 Year 3 (Optative)  
BBA20 Year 4 (Optative)

BBA23-Bachelor of Business Administration (BBA) (Undergraduates: Business)  
BBA23 Year 4 (Optative)  
BBA23 Year 3 (Optative)

DBAI21-Double Degree in Business Administration and Artificial Intelligence for Business (Undergraduates: Business)  
DBAI21 Year 3 (Optative)  
DBAI21 Year 4 (Optative)

DBAI23-Double Degree in Business Administration and Artificial Intelligence for Business (Undergraduates: Business)  
DBAI23 Year 4 (Optative)  
DBAI23 Year 3 (Optative)

GEL19-Bachelor of Global Governance, Economics and Legal Order (Undergraduates: Law)  
GEL19 Year 3 (Optative)  
GEL19 Year 1 (Optative)  
GEL19 Year 2 (Optative)

GEL23-Bachelor of Global Governance, Economics and Legal Order (Undergraduates: Law)  
GEL23 Year 2 (Optative)  
GEL23 Year 3 (Optative)  
GEL23 Year 1 (Optative)

N90-BI Norwegian Business School (Summer School: Business)  
N90 Year 1 (Optative)