



COMILLAS

UNIVERSIDAD PONTIFICIA

ICAI

ICADE

CIHS

GUÍA DOCENTE

2026 - 2027

FICHA TÉCNICA DE LA ASIGNATURA

Datos de la asignatura	
Nombre completo	Negociación / Negotiations
Código	E000015496
Impartido en	Grado en Análisis de Negocios/Bachelor in Business Analytics [Cuarto Curso]
Nivel	Reglada Grado Europeo
Cuatrimestre	Semestral
Créditos	6,0 ECTS
Carácter	Optativa (Grado)
Departamento / Área	Departamento de Gestión Empresarial
Responsable	María Guadalupe Esteban Cerezo mgesteban@icade.comillas.edu
Horario	En función del horario de los diferentes grupos
Horario de tutorías	A concertar por e-mail según el profesor
Descriptor	Conocimiento y práctica de la metodología de negociación basada en una serie de principios, conocida como el Método Harvard. Esta metodología basada en la técnica win-win, desarrolla el arte de negociar sin ceder. Énfasis en la preparación sistemática de todos los elementos de la negociación: intereses, opciones, MAPAN, comunicación, relación, compromiso y legitimidad. La negociación como solución a la resolución de conflictos. Comunicación verbal y no verbal en la negociación. Importancia de la escucha activa en la negociación. Consideraciones antes el juego sucio en la negociación, el jiu-jitsu- Conversaciones difíciles: asertividad, peticiones de cambio de comportamiento y recepción de críticas. Los contenidos se adquieren fundamentalmente en práctica a través de ejercicios de role play y ejercicios prácticos, que se realizan en clase.

Datos del profesorado	
Profesor	
Nombre	David Hernández García
Departamento / Área	Departamento de Gestión Empresarial
Correo electrónico	dhernandez@icade.comillas.edu

DATOS ESPECÍFICOS DE LA ASIGNATURA

Contextualización de la asignatura
Aportación al perfil profesional de la titulación
The contribution of the subject affects not only the professional profile but also the personal profile , since in our day to day we are continuously negotiating (family, friends, couple).
At the professional level from the most generic point of view, it is necessary to master the negotiation process since it is continuous for the relationship with collaborators and stakeholders (customers, suppliers, teams, shareholders).



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To lead and manage professionally, as well as to persuade in your personal environment, the subject of negotiation techniques will help you to develop the necessary skills to successfully face any negotiation.

At a functional level, it is important for people in departments whose objective is to reach agreements and commitments with third parties. From commercial departments, purchasing, investment execution, management of legal demands to many other union negotiations by the HR departments.

The subject is transversal to any professional position with people in charge, who need to manage different interests and conflict situations

Prerrequisitos

MINIMUM level required IN THE SELECTED LANGUAGE to be able to take the subject: C1, but if you want to be really successful in the subject, a C2 PROFICIENCY is recommended.

NIVEL (CEFR)	CAMBRIDGE	TOEFL	IELTS	TRINITY	BULATS	NATO
C1 Upper intermediate	ADVANCED	91-104	6,5-8	10-11	75-89	SLP 4
C2 Advanced	PROFICIENCY	115-120	8-9	12	90-100	SLP 5

The inclusion of the subject in the final years of the career when the student is already familiar with the different aspects of management and the different functional areas of the company, is a success and offers an opportunity to implement concepts and knowledge of other subjects. It is needed to be curious about different sectors of companies, to act assimilating the roles of cases.

The agenda will suffer the relevant adaptations according to the recipients to whom the subject is addressed to respond to the nature of the students, their knowledge and profile.

Competencias - Objetivos

Competencias

GENERALES

CE13 .

Reconocer la gestión de las personas en las organizaciones como una propuesta de valor para todos los stakeholders.



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1.	Explicar el valor añadido de una gestión integrada de todos los procesos de recursos humanos reforzándose así la propia función.
2.	Describir las políticas de atracción y selección vinculándolas a la estrategia empresarial
3.	Reconocer la importancia de las políticas de alto rendimiento: formación, desarrollo, gestión del desempeño y compensación como procesos motivacionales en la fidelización y retención del empleado.
CG1 .	Adquirir una base de conocimientos sólida y relevante sobre la disciplina científica y empresarial
RA1 .	Identifica, define y explora las problemáticas concretas del área de estudio de manera lógica y coherente dentro de un marco analítico adecuado
CG3 .	Capacidad para la resolución de problemas y toma de decisiones empresariales seleccionando y aplicando adecuadamente las técnicas pertinentes de análisis de datos
RA1 .	Identifica, captura y analiza de forma eficiente datos de fuentes primarias y secundarias que sean necesarios para el análisis del entorno competitivo de la empresa
RA2 .	Aplica los conceptos matemáticos y técnicas cuantitativas y cualitativas de análisis de datos necesarios para la resolución de problemas empresariales y apoyar el diagnóstico y toma de decisiones en la empresa.
CG4 .	Capacidad para liderar de manera positiva personas y equipos de trabajo que, impulsen proyectos empresariales innovadores dando respuesta así, a las nuevas oportunidades de negocio, mediante soluciones creativas



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RA1 .	Lidera positivamente personas y equipos de trabajo generando soluciones innovadoras para los problemas y oportunidades empresariales detectadas
RA2 .	Pone en práctica estrategias y tácticas creativas requeridas en los procesos de innovación, en las que participan todos los miembros del equipo, tratando siempre de alcanzar acuerdos y objetivos comunes.
CG5 .	Desarrollar habilidades interpersonales que refuercen el aprendizaje de un trabajo autónomo, bien organizado y planificado y que esté orientado a la acción y a la calidad.
RA1.	Desarrolla habilidades académicas, interpersonales e instrumentales necesarias para la investigación independiente, relacionando los conocimientos adquiridos con las distintas aplicaciones profesionales o prácticas reales
CG6 .	Pronunciarse de manera ética y comprometida sobre asuntos medioambientales, sociales y de gobierno corporativo que regulan un nuevo escenario empresarial.
RA1 .	Identifica en los ejercicios y casos prácticos las actuaciones profesionales que se corresponden con valores éticos.
RA2.	Establece los límites del comportamiento íntegro que regulan el nuevo escenario empresarial.
CG7 .	Reconocer la riqueza de la diversidad y multiculturalidad de personas y enfoques de la realidad empresarial, siendo capaces de elaborar y comunicar en contextos diversos ideas, proyectos, informes, soluciones y problemas, en un clima constructivo y de respeto al otro.
RA1 .	Argumenta de manera independiente y crítica sobre conceptos y teorías diversas apreciando la amplitud y el valor de las diferentes perspectivas con conciencia intercultural y perspectiva global.
RA2 .	Elabora proyectos e informes profesionales con rigor y precisión, transmitiéndolos con fluidez y claridad, en distintos ámbitos empresariales y culturales.



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CG8 .	CG8 Reforzar la capacidad de gestión del cambio que apoye la transformación digital de la sociedad contemporánea con Tecnologías de la Sociedad de la Información, nuevas formas de organización del trabajo y nuevos modelos de negocio.
RA1 .	Identifica necesidades y recursos tecnológicos a la hora de resolver problemas conceptuales y técnicos a través de medios digitales
RA2 .	Se comunica eficazmente y de manera proactiva en entornos digitales, compartiendo recursos a través de herramientas en línea, colaborando con otros a través de herramientas digitales, e interactuando en comunidades y redes profesionales.
ESPECÍFICAS DE OPTATIVIDAD	
CEOPT1(RH).	Conocer y poner en práctica habilidades directivas de negociación, liderazgo y gestión de personas y equipos para desempeñar eficazmente la dirección de organizaciones
RA1.	Aplicar las técnicas de negociación profesional a la planificación y preparación, a las distintas fases y al cierre de un proceso de negociación.
RA2.	Diseñar estrategias y tácticas de negociación según las circunstancias.
RA3.	Cerrar negociaciones llegando a acuerdos o acercando posiciones.
RA4.	Comprender sus propias fortalezas y debilidades como líder.
RA5.	Aplicar los modelos de liderazgo situacional y de liderazgo transformacional.
RA6.	Desarrollar y reflexionar sobre los nuevos modelos de liderazgo basados en competencias emocionales e interpersonales.

BLOQUES TEMÁTICOS Y CONTENIDOS

Contenidos – Bloques Temáticos

The Harvard negotiation method or win-win method develops the art of negotiating without giving in. For this the basic principle is to be hard with the problem and soft with the person. To master this methodology the student needs to know the theoretical framework dominating the 4 basic principles of the method, which will practice through activities and practical cases.



PROCESS AND NEGOTIATION TECHNIQUES

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Topic 1: Negotiation Process

This subject aims to introduce the student in the negotiation as a process to be handled with a series of elements and factors

The negotiation process as a process of creating value.

Structural elements of negotiation: People, problems and the process. The 7 elements inherent in any negotiation process:

1. Interests
2. Options
3. Alternatives and BATNA
4. Legitimacy
5. Communication
6. Relationship

Commitment

Topic 2: Negotiation Techniques

- Types of negotiators: the hard and soft negotiator, win-win
- Negotiating techniques: Before, during, after
- The importance of preparation

CONCEPTUAL FRAME - THE HARVARD NEGOTIATION METHOD

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Topic 1. Separate the People from the problem

Separate the People from the problem: Often, and especially in situations of prolonged or intense conflict, each party tends to identify the other person as "the problem", which dramatically worsens the relationship and the possibility of agreements. The negotiators are, first of all, people. If we forget this we can foil the search for a negotiated solution in advance

Topic 2. Focus on Interests, Not Positions

Interests define the real problem. The positions in conflict are like the tip of the iceberg. Underneath are the needs, intentions, desires and fears of each side. For each interest there are usually several options that could satisfy it. When we look beyond the opposing positions we can often find an alternative position that satisfies the interests of both parties. Behind opposing positions there are many more interests than are apparently in conflict. Many of them could be shared and compatible.

Topic 3. Invent Options for mutual Gain.



The ability **to search or invent advantageous options for both parties** is one of the most valuable tools a negotiator can possess. The main obstacles that inhibit the invention of abundant options are the following four:

- The premature judgment. Criticizing input options hinders the imagination.
- The best solution. When we are waiting to find "the best answer" we can close the way to different good possible answers.
- The presumption of a cake of fixed size, and therefore the need to divide it.
- Selfishness. It will be much easier to reach an agreement if it also meets the needs and interests of the other. The best solution is one that is good enough for both parties.

Topic 4. Insist on using objective criteria

Negotiations based on principles acceptable to both parties usually lead to judicious agreements, in a friendly and effective manner. These criteria can be legal, normative, professional, scientific, ethical or moral, economic (budgetary or availability), efficiency, reciprocity, and market. In some negotiations, it is convenient to make clear the objective principles from the start, as a framework that cannot be exceeded in any case.

The objective of this principle is to achieve:

- Develop and integrate objective criteria or procedures for negotiation
- The formulation of principles
- Learn to make concessions

Topic 5 . What if they use dirty tricks?

Not all negotiators want to reach a beneficial agreement for all parties, there are abusive, powerful negotiators, who do not want to follow the game of win-win negotiation and play dirty. In these cases we must also know how to act and how to manage this type of negotiations in the most favorable way for us.

DEVELOPMENT OF PERSONAL SKILLS AND ATTITUDES FOR NEGOTIATION

DEVELOPMENT OF PERSONAL SKILLS AND ATTITUDES FOR NEGOTIATION

Topic 1. Skills to deal with people in negotiation

- Perception
- Emotions
- Conflict resolution

Topic 2 . Communication Skills

To know and manage the interests of the parties and develop the negotiation

- Communication: verbal / non verbal
- Active listening

Topic 3. Decision making and options creation Skills



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In order to create win-win options, first create and then decide.

- Brainstorming
- Create options: Invent, judge and decide
- Problem solving

Topic 4 . Attitude at negotiating

- Give and receive
- Power
- Self-control
- Negotiation Ethics

METODOLOGÍA DOCENTE

Aspectos metodológicos generales de la asignatura

The methodology applied in this subject is based on the case method that consists of a team preparation phase for subsequent negotiation. The observers who have supervised the negotiation carry out a process of feedback to the participants. Afterwards, the teacher reviews the case and the results are shared in class along with all technical issues related to each negotiation case. After the review, the student finally does a reflection on what he/she has lived and possibilities of improvement in future cases. For these reason, the assistance of the student in the classroom is essential, since not only does he stop learning a particular aspect in each negotiation, but he can also harm his teammates. Thus at the end of the semester, the student is able to see his evolution and personal improvement. In parallel, the methodology and theoretical concepts developed at Harvard are introduced and a series of exercises are carried out to develop and assimilate the elements of the negotiation.



Metodología Presencial: Actividades

AF8. Simulaciones, juegos de rol, dinámicas de grupo: Análisis y resolución de casos y ejercicios reales en distintos entornos empresariales y personales.

A partir de lectura individual del caso propuesto por el profesor, los alumnos sintetizan la información y datos que cada uno considera relevante para la toma de decisiones y resolución de problemas.

Posteriormente estos datos se ponen en común dentro del equipo de trabajo, tratando de desarrollar una estrategia y enfoque de actuación ante el equipo contrario. Deberán planificar qué temas deben ser o no vistos, ser creativos generando ideas y propuestas a ser debatidas y decidir quién y cómo liderará la negociación.

Durante la preparación, el equipo debe interiorizar y asumir el papel del personaje, la empresa y situación en la que la negociación se desarrolla, valorando su actuación conjunta y a la aportación de los distintos miembros del equipo.

Durante la negociación tienen que manejar situaciones de comunicación, percepción y emociones y están sometidos a la supervisión bien del profesor o de un equipo de observadores, que evaluarán el desarrollo de la negociación y darán al terminar feedback a los participantes, tanto de sus habilidades como de su comportamiento (ética) o no de cómo han llevado el caso.

Tras el feedback del observador y la revisión del caso, cada alumno debe ejercer un análisis autocrítico, identificando los aspectos y puntos en los que tiene que mejorar y que podría haber hecho mejor y lo recoge en su diario de negociación, así como el feedback recibido.

Con estos datos podrá elaborar la recensión final sobre su aprendizaje real del curso.

AF2. Sesiones participadas de carácter expositivo: a partir del caso y en el momento de la revisión el profesor explica las nociones básicas, con la participación activa y colaborativa de los alumnos, que discuten los puntos oscuros o los matices que les resulten pertinentes para la correcta comprensión de contenidos. Incluirá presentaciones dinámicas y la participación reglada o espontánea de los estudiantes por medio de actividades diversas.

Se incluyen videos ilustrativos, artículos y charlas de expertos para profundizar en cualquier tema de la asignatura

Metodología No presencial: Actividades

B1. Estudio y documentación. Estudio individual que el estudiante realiza para comprender, reelaborar y retener el marco estructural y el contenido científico de la metodología Harvard de negociación basada en los principios, de la que se le examinará desde el punto de vista teórico

B2. Monografías de carácter teórico- práctico. Al terminar el curso cada estudiante de forma individual debe presentar una trabajo final de la asignatura con una reflexión personal sobre su evolución durante el cuatrimestre siguiendo un esquema propuesto por el profesor.

RESUMEN HORAS DE TRABAJO DEL ALUMNO

Horas Presenciales		
Ejercicios y resolución de casos y de problemas	Simulaciones, juegos de rol, dinámicas de grupo	Lecciones de carácter expositivo



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<u>24</u>	<u>24</u>	<u>12</u>	
Horas No Presenciales			
Ejercicios y resolución de casos y de problemas	Estudio individual y/o en grupo y lectura organizada	Simulaciones, juegos de rol, dinámicas de grupo	Trabajos monográficos y de investigación, individuales o colectivos
<u>38</u>	<u>14</u>	<u>42</u>	<u>25</u>
CRÉDITOS ECTS: 6 (179 horas)			

EVALUACIÓN Y CRITERIOS DE CALIFICACIÓN

Actividades de evaluación	Criterios de evaluación	Peso
Final Exam	Individualized test that can be divided into different tests for individual student assessment. Comprehension and relational ability to concepts and practice.	50
Final Project	Clarity of presentation and bibliographic and stylistic rigor, as well as originality in the subject matter of the written work.	10
Resolution of practical cases and various assessable activities (video analysis, presentations, exercises, dynamics, written reflections).	Evaluation of acquired skills	25
Attendance and active participation in class.. Presentation of negotiated cases	Participation and rigor in the subject. Proactivity and excellence. Going the extra mile.	15

Calificaciones

Requirements for Assessment in the Regular Examination Period

For the overall assessment of the Negotiation course, it is necessary to pass each of the assessable sections and obtain a minimum grade of 4 on the final individual exam.

The Negotiation Techniques course is eminently practical, requiring in-person class attendance. Daily attendance will be taken, and in the



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event of more than two unexcused absences from the sessions in which practical cases are carried out, or if the final exam is failed, the course will be considered failed, and students will have to attend the extraordinary examination period.

Students with tuition exemptions: Exchange students

a. It is the sole responsibility of the student to take advantage of this curricular adaptation and to inform the corresponding professor of their situation by email during the first month of the course.

b. Regular theoretical-practical exam worth 100%. To optimize their performance on the exam, students will find the relevant documentation in the section reserved for the subject on the Moodle platform.

Students who failed the regular exam session:

1. Students who failed the exam but passed the other components:

Exam with two parts: Application of theoretical knowledge (25%) to solving negotiation problems (25%) = 50% (This is then averaged with the other course grades (50%)).

2. Students who failed one or more of the other assessment components but passed the exam:

They must submit the relevant assignments established by the course instructor to compensate for this gap, subject to prior approval by the course coordinator.

3. Student who has not passed any of the assessment elements, failing the exam or not taking it:

Individual monograph (30%) and public defense of the same before the professor (20%) = 50%

Exam with two parts: Application of theoretical knowledge (25%) in solving negotiation problems (25%) = 50%

General rules to be observed in class

For the smooth running of class sessions, the teaching team for this subject values students maintaining an active attitude of listening and participation, which fosters connection with shared reflections on the subject matter. In this regard, the use of electronic devices outside of the times expressly reserved for them in the context of class will be viewed negatively.

Furthermore, please note that plagiarism will be penalized in accordance with the provisions of the University's General Regulations, Article 168.2.e: "actions intended to falsify or defraud academic performance evaluation systems." Plagiarism will be considered to have occurred when:

Bibliographic references are not included, nor are the sources consulted for the preparation of the work properly cited (regardless of the source, it must always be cited).

There is no clear difference between the original information and the reworking done by the person presenting the work.

Some words in the original text are replaced without a true reformulation of the content.

With regard to the use of generative artificial intelligence (AI) tools, their misuse will be considered a serious offense, according to the University's General Regulations, Article 168.2.e: "actions intended to falsify or defraud academic performance evaluation systems." Any fraudulent or undeclared use of artificial intelligence in unauthorized tasks, especially in final assignments or individual assessments, will be considered a serious breach of academic integrity. The consequences, after evidence is presented and the corresponding disciplinary proceedings are initiated, will be a failing grade (0) in the course and ineligibility to take the course in the following exam period. In the



case of group work, it is advised that the detection of misuse of these tools will result in the application of the corresponding sanctions (Article 168.2.e of the University's General Regulations) to all members of the group.

Specifically, in the course NEGOTIATION TECHNIQUES, Level 2 of the AI Assessment Scale (Perkins, Furze, Roe & MacVaugh, 2024), corresponding to the AI Planning category, will be applied. Specifically, the use of artificial intelligence tools (for example, Elicit, ChatGPT, Scholar AI, or LMNotebook) is authorized exclusively in specific and initial phases of the different group work processes, related to the preliminary search for information to develop the initial questions and hypotheses, idea generation, facilitating the understanding of complex texts, and designing presentations for communication.

Ordinary Call Evaluation Requisites

For the global evaluation of the negotiation class it is necessary to approve each of the evaluable headings and have at least 4 out of 10 in the final individual exam.

If the student has had more than two unjustified absences or absences not authorized by the Head of Studies, or has failed the final exam, he/she will have to attend the extraordinary session.

Regarding the improper use by students of the GPT Chat and/or any other IAG in all evaluation activities:

It will be considered a serious offense, according to the General Regulations of the University, art. 168.2.e: "carrying out actions tending to falsify or defraud the academic performance evaluation systems." The consequences of this will be "temporary expulsion of up to three months or the prohibition to take the exam in the next call to the imposition of the sanction, in one or several subjects of which the student is enrolled, [...] apart from assuming the grade of suspense (0) in the respective subject, [...] [and] the prohibition to take the exam in that subject in the following call".

If any teacher of the Teaching Team allows the use of any IAG tool in their group, students will be required to reflect said use in an internal Moodle document, following the rules that the teacher sets out so that it is in accordance with the regulations of the university.

Students with exemption from school: Exchange students

a. It will be entirely the responsibility of the student to benefit from this curricular adaptation, communicate your situation by mail to the corresponding teacher in the first month of the course.

b. Ordinary theoretical-practical exam with a value of 100%. To optimize the result of the exam, the student will find the relevant documentation in the space reserved in the Moodle platform.

2. Failing the ordinary call:

Students not passing the exam but passing the other evaluation requirements:

Two parts exam: Application of theoretical knowledge (25%) and negotiation problem resolution (25%) = 50% (Average with other evaluation items 50%).



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Students passing the exam but not the other evaluation requirements:

Students must hand in work documents as requires by the Professor to compensate any evolution criteria, prior validation of the class Coordinator.

Students not passing the evaluation criteria and not passing or not presented to exam:

Individual monographic work (30%) and public defense in front of class and Professor (20%) = 50%

Two parts exam: Application of theoretical knowledge (25%) and negotiation problem resolution (25%) = 50% (Average with other evaluation items 50%).

BIBLIOGRAFÍA Y RECURSOS

Bibliografía Básica

ROGER FISHER , WILLIAM URY - BRUCE PATTON: "Obtenga el sí. El arte de negociar sin ceder", Gestión 2000. Edición 2011.

ROGER FISHER - WILLIAM URY - BRUCE PATTON: "Getting to yes. Negotiating an Agreement without giving in", RH Business Books. Edition 2012.

BAZERMAN, MAX – MALHOTRA, DEEPAK. "El negociador genial" 2013. Colección Empresa Activa. Ed. Urano

Bibliografía Complementaria

Never Split the Difference: Negotiating as If Your Life Depended on It [Christopher Voss](#) (2016) Harper Collins

Getting Ready to Negotiate (The Getting to Yes Workbook), Roger Fisher & Danny Ertel, Penguin (1995) Books.

Shaping the Game: The New Leader's Guide to Effective Negotiating, Michael Watkins. (2006) Harvard Business Review Press

Give &Take. The Complete Guide to Negotiating Strategies and Tactics, Dr. Chester L. Karrass, (2016) HarperCollins.

Secrets of Power Negotiating. Updated for the 21st Century, Roger Dawson, (2010) Career press.