COMILLAS
UNIVERSIDAD PONTIFICIA
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Syllabus
2026 - 2027

TECHNICAL SHEET OF THE SUBJECT

Data of the subject	
Subject name	Negotiation & Conflict Management
Subject code	E000011606
Mainprogram	Official Master's Degree in Business Administration - MBA
Involved programs	Máster Universitario en Administración de Empresas (MBA) [First year]
Level	Posgrado Oficial Master
Quarter	Semestral
Credits	3,0 ECTS
Type	Optativa
Department	Departamento de Gestión Empresarial
Coordinator	Dánae Cortés (dcortes@comillas.edu)
Office hours	by appointment
Course overview	Negotiation: negotiation styles; development of negotiation tactics and strategies depending on the situation; development of the negotiation process (preparation, execution, closing, and analysis of the negotiation); space and time in negotiations; negotiating attitudes and personality traits; conflict management through negotiation skills.

Teacher Information	
Teacher	
Name	Dánae Cortés Campanario
Department	Departamento de Gestión Empresarial
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SPECIFIC DATA OF THE SUBJECT

Contextualization of the subject

Contribution to the professional profile of the degree

This course aims to develop self-awareness, perception, biases, and prejudices in order to build effective techniques for conflict management and negotiation in both personal and professional environments. The goal is for students to acquire the necessary skills to successfully face any negotiation.

The approach to the subject is primarily practical, where students will develop their abilities through business cases and role-plays, while also gaining an understanding of the principles explained in class.

Prerequisites

The inclusion of this subject in an MBA program assumes that the student is already familiar with various aspects of management and the different functional areas of a company. It is a valuable addition and offers an opportunity to put into practice concepts and knowledge from other subjects.

It is advisable to have curiosity about different business sectors in order to effectively engage with the roles presented in case studies.

Competencies - Objectives

Competences

GENERALES	
CG02	Management of data and information as key elements for decision-making and for identification, formulation and resolution of business problems.
CG03	Problem-solving and decision-making skills at a strategic, tactic and operational level with regard to a business, considering the interrelationship between the different functional and business areas.
CG05	Ethical commitment with a behaviour based in moral principles and those principles of the organisation when facing moral dilemmas and corporate social responsibility issues.
CG06	Time management capacity with the purpose of improving personal and team efficiency within business organizations, its environment and its management.
CG07	Critical reasoning and argumentation according with the understanding of knowledge and know-how on business administrations, their external context and their administration and management processes.
CG08	Initiative, creativity and entrepreneurship when applying management techniques and related knowledge to management and development of business organizations.
ESPECÍFICAS DE OPTATIVIDAD	
CEO02-COOR	Conocimiento y comprensión de las técnicas de negociación profesional

THEMATIC BLOCKS AND CONTENTS

Contents - Thematic Blocks

WHAT IS CONFLICT? CONFLICT MANAGEMENT

1.1 Definition of conflict. When does a conflict arise?

1.2 Assertive communication and feedback

1.3 Conflict resolution method. Win-win strategy

NEGOTIATION STRATEGY

2.1 Skills for Successful Negotiation

2.2 Strategies That Help Us Reach an Agreement

2.3 The Negotiation Process and Its Stages

NEGOTIATION IN A MULTICULTURAL CONTEXT

3.1 Applying Negotiation Principles in a Multicultural Context

3.2 How to Overcome Cultural Barriers in a Negotiation Process

TEACHING METHODOLOGY

General methodological aspects of the subject

Because the course is fundamentally in-person and practical, student attendance in the classroom is essential. Practical cases and role-plays will be carried out in teams, allowing for a feedback process among participants. After each activity, there will be a group discussion in class to reinforce learning and improve the outcome of future cases.

At the end of the semester, students will be able to assess their personal progress and improvement.

Use of AI:

Students are allowed to use AI and other digital tools in this class. Learning to use AI is an emerging skill that is essential for the future.

Students may use AI to complete specific tasks in their coursework (Level 5: creative and integrated use according to the scale https://aiassessmentscale.com/). Any content created with AI must be properly cited. AI is a tool, and its use must be clearly indicated, including the purpose for which it was used.

Students must include a paragraph at the end of each assignment where AI was used, explaining how it was used and what prompts were given to obtain the results. Failure to do so constitutes a violation of the academic honesty policy.

Students are encouraged to verify the results obtained through these tools. If AI provides a piece of information, the student must assume it is incorrect unless they already know the answer or can verify it through another source. The student is responsible for any errors or omissions provided by the tool.

In-class Methodology: Activities

Simulations, Role Plays, Group Dynamics

Analysis and resolution of real negotiation cases in various business and personal settings. Based on the individual reading of the case proposed by the instructor, students synthesize the information and data they consider relevant for decision-making and problem-solving. These data are then shared within the working team, aiming to develop a strategy and approach to face the opposing team.

Students must plan which topics should or should not be addressed, be creative in generating ideas and proposals to be discussed, and decide who will lead the negotiation and how. During the preparation, the team must internalize and assume the role of the character, company, and situation in which the negotiation takes place, evaluating their joint performance and the contribution of each team member.

During the negotiation, students must manage communication, perception, and emotional situations. They are supervised either by the instructor or by a team of observers who will evaluate the development of the negotiation and provide feedback to the participants, both on their skills and their behavior (ethics), including how they handled the case.

After receiving feedback from the observer and reviewing the case, each student must conduct a self-critical analysis, identifying the aspects and areas for improvement and what could have been done better. This reflection is recorded in their negotiation journal, along with the feedback received.

Participatory Lecture Sessions

Based on the case and during the review phase, the instructor explains the basic concepts with the active and collaborative participation of the students, who discuss unclear points or nuances they consider relevant for a proper understanding of the content. These sessions will include dynamic presentations and both structured and spontaneous student participation through various activities.

Exercises

A series of practical exercises are carried out, each focusing on the development of a specific element of negotiation and its preparation. These are not full case studies, but rather exercises that simulate real-life situations and concentrate on a particular aspect of negotiation (interests, options, alternatives, legitimacy, communication, relationship, commitment).

By completing these exercises, students acquire tools and models that help solidify the concepts from a theoretical perspective. This is an individual task, which is then shared and discussed by the instructor with the entire class, while also reviewing the conceptual frameworks related to the exercise using audiovisual support.

Non-Presential Methodology: Activities

Study and Documentation

Individual study carried out by the student to understand, rework, and retain the structural framework of negotiation based on principles, which will be assessed from a theoretical perspective.

SUMMARY STUDENT WORKING HOURS

CLASSROOM HOURS

Lectures of an expository nature	Analysis and resolution of cases and exercises, individually or collectively	Oral presentations of topics, cases, exercises and papers	
10.00	15.00	5.00	
NON-PRESENTIAL HOURS			
Analysis and resolution of cases and exercises, individually or collectively	Individual study and organized reading	Academic tutoring	Collaborative learning
20.00	10.00	5.00	10.00
ECTS CREDITS: 3,0 (75,00 hours)			

EVALUATION AND CRITERIA

The use of AI to produce full assignments or substantial parts thereof, without proper citation of the source or tool used, or without explicit permission in the assignment instructions, will be considered plagiarism and therefore subject to the University's General Regulations.

Evaluation activities	Evaluation criteria	Weight
Final exam	Comprehension and relational skills. A minimum score of 5 out of 10 is required to pass the course.	50
Individual study of a real negotiation case.	• Application of theoretical knowledge to a real case • Evaluation of acquired skills	25
Resolution of practical cases in class or remotely. These cases may be individual or group-based.	• Application of theoretical knowledge to a real case • Evaluation of acquired skills	25

Ratings

In order to pass the subject during the regular class period, the student must obtain a minimum grade of 5 in all defined evaluation components.

Students who do not pass this first evaluation will be allowed to retake the individual exam and/or the project/activities defined by the instructor during the June/July resit period.

The grades obtained by students in the remaining evaluation components — with their corresponding weightings in the final grade — will be retained for this second evaluation.

Students who have been granted exemption from class attendance will be graded based on the score obtained in the final exam.

BIBLIOGRAPHY AND RESOURCES

Basic Bibliography

ROGER FISHER - WILLIAM URY - BRUCE PATTON (1991): "Obtenga el sí. El arte de negociar sin ceder", Gestión 2000. Edición 2011.

ROGER FISHER – DANNY ERTEL (1995): "Obtenga el sí en la práctica", Gestión 2000. Edición 2007

BAZERMAN, MAX – MALHOTRA, DEEPAK. "El negociador genial" 2014. Colección Empresa Activa. Ed. Urano

CHRIS VOSS. "Romper la barrera del NO". 2016. Ed. Conecta.