

**COMILLAS**

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Syllabus
2026 - 2027**TECHNICAL SHEET OF THE SUBJECT**

Data of the subject	
Subject name	Negotiation
Subject code	E000009449
Involved programs	Grado en Análisis de Negocios/Business Analytics y Grado en Derecho [Fifth year] Grado en Análisis de Negocios/Business Analytics y Grado en Derecho [Fourth year]
Level	Reglada Grado Europeo
Quarter	Semestral
Credits	3,0 ECTS
Type	Obligatoria (Grado)
Department	Departamento de Gestión Empresarial
Coordinator	David Hernández García
Schedule	14:00 -15:50
Office hours	set time via mail
Course overview	This subject emphasizes the importance of a form of systematic negotiation based on a series of principles, known as the Harvard Method. The subject of negotiation techniques. Needed to successfully face any negotiation. Through a methodology, eminently practical of the subject, the student will develop their abilities, skills and competences. The assimilation of the subject, from an experimental point of view, is faced with situations of negotiation through cases, exercises, videos, lectures and role play. This way, students can obtain a competitive advantage to develop their negotiation capacity.

Teacher Information	
Teacher	
Name	Eduardo Gismera Tierno
Department	Departamento de Gestión Empresarial
EMail	egismera@icade.comillas.edu
Teacher	
Name	Guillermo Aureliano Sánchez Prieto
Department	Departamento de Gestión Empresarial
Office	Alberto Aguilera 23
EMail	gsprieto@icade.comillas.edu
Phone	



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SPECIFIC DATA OF THE SUBJECT

Contextualization of the subject

Contribution to the professional profile of the degree

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).

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.

Prerequisites

None.

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.

Competencies - Objectives

Competences

GENERAL:

CG06 . Interpersonal skills in the information society: listening, arguing and debating

RA1. Use dialogue to collaborate and generate good relationships, listening to the opinions of others and establishing constructive dialogues

RA2. Communicate your ideas in an effective and reasoned manner

RA3. Knows the technique of debate and public speaking and knows how to use it in professional matters



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CG09 . Ethical commitment in the information society

RA1. Pursue excellence in professional performances

RA2. He is concerned about the consequences that his activity and behavior may have for others.

RA3. Incorporate in your speech and in your proposals for actions, the consequences that they may have for the different stakeholders of a global organization.

CG11. Ability to learn and work autonomously in the information society

RA1. Is capable of collecting, preparing and expanding information prior to participating in activities that involve the construction of an argued discourse or the proposal of innovative solutions to a problem.

RA2. Carry out your work and your activity needing only some initial instructions and basic monitoring, putting into practice the skills necessary for independent research

RA3. Search and find adequate resources to support their actions and carry out their work.

SPECIFIC:

CE03 . Identify and resolve the ethical and sustainability dilemmas that arise in the decision-making processes inherent to business activity, recognizing the complexity that a digitalized and global environment provides in the response to these dilemmas, based on universal ethical and moral values. that materialize in management and strategic planning instruments

RA1. It is capable of connecting Ethics and CSR with elements such as Strategy, Marketing, Financial Management and People Management in the organization.

RA2. You are able to apply management approaches and tools to address the social and environmental impact of your business activity, both on a local and global scale.

RA3. Is able to recognize the essential ethical dilemmas related to big data analytics, with emphasis on those aspects linked to data protection and privacy.

CEO05 . Know and understand professional negotiation techniques applied to digitalized contexts

RA1. Understands and recognizes the value of effective conflict management in an organization, as well as the different types of negotiation appropriate to each situation and context.

RA2. Learn what the planning and preparation of a negotiation consists of, its essential phases and its closing process

RA3. He is able to design negotiation strategies and tactics according to the circumstances, which allow him to close negotiations by reaching agreements or bringing positions closer.

RA4. Learn data analytics tools aimed at identifying and evaluating the negotiation capacity within an organization.

CEO06 . Know and practice the communication, negotiation, and people and team management skills necessary to be able to



assume the leadership of business organizations and change management in a digitalized world

RA1. Understand and apply situational and transformational leadership models

RA2. Recognizes new leadership models based on emotional and interpersonal competencies

RA3. Learn data analytics tools aimed at identifying and evaluating the negotiation capacity within an organization.

RA4. Understands the keys to successful implementation of change in the organization and is able to design activities and processes to achieve it.

THEMATIC BLOCKS AND CONTENTS

Contents - Thematic Blocks

PROCESS AND NEGOTIATION TECHNIQUES

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
7. 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.

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.

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.



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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

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

TEACHING METHODOLOGY

General methodological aspects of the subject

Class General methodology

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 reasons, 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.



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Face-to-face Methodology: Activities

AF8. Simulations, role play and group dynamics: Analysis and resolution of cases and real exercises in different business and personal environments.

From the individual reading of the case proposed by the teacher, the students synthesize the information and data that each one considers relevant for decision making and problem solving.

Later these data are put in common within the work team, trying to develop a strategy and approach to action against the opposing team. They should plan what topics should or should not be considered.

Be creative by generating ideas and proposals to be discussed and decide who and how will lead the negotiation.

During the preparation, the team must internalize and assume the role of the character, the company and situation in which the negotiation takes place, assessing their joint performance and the contribution of the different members of the team.

During the negotiation they have to handle situations of communication, perception and emotions and are subject to the supervision either of the teacher or of a team of observers, who will evaluate the development of the negotiation and will give feedback to the participants, both of their abilities and of their behavior (ethics) or not of how they have handled the case.

After the feedback of the observer and the review of the case, each student must carry out a self-critical analysis, identifying the aspects and points in which he needs to improve and which he could have done better and he collects it in his negotiation log, as well as the feedback received.

With these data you can prepare the final review about your actual learning of the course.

AF2. Expository and Participated Sessions: From the case and at the time of the review the teacher explains the basic notions, with the active and collaborative participation of the students, who discuss the dark points or nuances that are relevant for the correct understanding of content. It will include dynamic presentations and the regulated or spontaneous participation of students through various activities.

Illustrative videos, articles and expert talks are included to deepen any topic of the subject.

Non Face-to-face Methodology: Activities

B1. Study and documentation.

Individual study to understand, rework and retain the structural framework and the scientific content of the Harvard methodology of principled negotiation, to be examined from the theoretical point of view.

B2. Monographs of theoretical and practical nature.

At the end of the course each student individually must present a final work of the subject either linking theoretical and practical aspects, external articles, analysis of real external situations, etc. and contributing his personal reflection, with a critical spirit that goes beyond the



mere collection of information from different sources.

SUMMARY STUDENT WORKING HOURS

Face-to-face hours

- Exercises, case and problems resolutions 12h
- Simulations, role-plays, group dynamics. 12h
- Expository lessons 4h

Non face-to-face Hours

- Exercises, case and problems resolutions 19h
- Individual and/or group study. Organized reading 7h
- Simulations, role-plays, group dynamics. 10h
- Individual and group investigation monographic work. 13h
- Group dynamics. Simulations, role-plays. 12h

TOTAL CREDITS ECTS: **3,0 (89 hours)**

EVALUATION AND CRITERIA

Evaluation Activities	Evaluation Criteria	Weight
Final Exam	Individualized test that can be divided into different individual assessment tests. Comprehensive and relational capacity of concepts and practice.	50 %
Assistance and active participation in class. Presentation of negotiated cases.	Participation and rigor at class. Proactivity and excellence. Go further.	15 %
Practical case resolution and various other activities (analysis of videos, exhibitions, exercises, role dynamics, written reflections).	Evaluation of the acquired capacities	25 %
Final work	Clarity of presentation and bibliographic and stylistic rigor, as well as originality in the subject of the written work.	10 %

Ratings

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.



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If the student has had more than two non-justifiable absences or has failed the final exam, he / she will have to attend the extraordinary session.

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.

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%).

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%).

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

Complementary Bibliography

- Getting Ready to Negotiate (The Getting to Yes Workbook), Roger Fisher & Danny Ertel, Penguin Books. Negotiation, Michael Watkins, Harvard Business School Publishing Corporation Objectives.



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- Give &Take. The Complete Guide to Negotiating Strategies and Tactics, Dr. Chester L. Karrass, HarperCollins.
- Secrets of Power Negotiating. Updated for the 21st Century, Roger Dawson, Career press.