



COURSE GENERAL OVERVIEW

Course details	
Title	Negotiation and Conflict Management
Programme	MBA
Year	1
Timing	2
ECTS	3 ECTS
Core/elective	Elective
Department	Management
Area	Business Strategy and Organisation

COURSE DESCRIPTION

Instructors	
Lecturer:	
Name	Dr. Francisco Javier Rivas Compains (Mr)
Department	Management
Area	Business Management
Office	Associate Professors' office IBS 5 th floor
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Phone	
Contact	By appointment (via email)

Context of the course

The course in the professional context

This subject emphasizes the importance of knowing a systematic negotiation methodology based on a series of principles, known as the Harvard Method. It is especially recommended for students who aspire to lead and to manage in a professional manner, as well as to persuade in their personal environment, the contents of Negotiation techniques will help students develop the skills necessary to successfully confront Any negotiation.

Through a methodology that emphasizes learning by doing, the student will develop his abilities, aptitudes and competences. The assimilation of the subject, from a point of experimental view facing different negotiation situations through cases and role-plays, makes that the student can obtain a competitive advantage by developing their negotiating capacity.

Pre-requisites

None

SKILLS

Skills and abilities to be developed

Generic skills

CG 2. Information and data management as a key ability to identify, formulate and solve business problems, that is, to make decisions in organisations

CG 3. Business problem solving and decision making, both at the strategic and operational levels

CG 5. Interpersonal skills: listening, negotiating, persuading, team work and leadership

CG 6. Ethical commitment to the moral values and to the corporate social responsibility

Course specific skills

CE 4. Conceptualize the people management function from the strategic and integrative perspective that generates value in business organizations

Student's expected learning outcomes:

RA1CE4. Students understand the role of Human Resources in organizations, their evolution over time, the change from a HR management with an administrative vision, to a HR management with a strategic focus

RA2CE4. Students demonstrate how a correct management of human resources influences the company being a competitive advantage explaining the link between the human capital and market value of a company

RA3CE4. Students can design an HR Department explaining the basic structure and functions of the same, the hierarchical and functional dependence within the structure organizational, director's profile and the necessary human and material equipment

RA4CE4. Students formulates the basic policies of human resources management attending to the values and culture of the organization

RA5CE4. Students can estimate the advantages of integrating human resources planning and strategic planning, explaining why HR planning is important for both the company and the employee, analysing the different approaches and the objectives they pursue

RA6CE4. Students understands how the job analysis process develops and its utility for the Integral Management of Human Resources

RA7CE4. Students can performs the analysis and description of different jobs, explaining the phases and the elements to be considered for this purpose.

RA8CE4. Students can design a Computerized Personnel System indicating its usefulness for the Integral Management of HR

CE 2. Knowledge and understanding of professional negotiation techniques

RA1CE2. Knowledge of conflict management and the different types of negotiation appropriate to each situation

RA2CE2. Knowledge of planning and preparation, phases and closing of any negotiation

RA3CE2. Ability to design negotiation strategies and tactics according to Circumstances

RA4CE2. Understand and handle intercultural differences within negotiations

RA5CE2. Capacity to argue your own ideas, refute those of the other party and make concessions

RA6CE2. Ability to close negotiations reaching agreements or bringing positions closer

COURSE CONTENTS

Contents	
PART 1: The Problem	
Topic 1: Discussing positions will lead to bad agreements	
Topic 2: Discussing about positions is inefficient	
Topic 3: Discussing on positions will put in danger the relationship between parties	
Topic 4: With many negotiators, positional negotiation is even worse	
Topic 5: To be kind and nice is not the answer	
PART 2: The Method	
Topic 1: Separate problems from people	
Topic 2: Focus on interest not in positions	
Topic 3: Invent options for the mutual profit	
Topic 4: Use objective criteria	
PART 3: Yes, But	
Topic 1: What if the other is more powerful? Develop your BATNA	
Topic 2: Negotiation Jiu-Jitsu	
Topic 3: Ways to win to a hard negotiator	

TEACHING METHODOLOGIES

Course teaching activities	
Teaching and learning in the classroom	Skills to be developed
<p>Lectures. Instructors will promote debate during theoretical lectures. Students must come to lectures with all the pre-reading done. Attendance and participation are essential requirements for the effectiveness of the lecturing sessions.</p>	<p>All skills specified above</p>

<p>Study case/case analysis Students will work individually on case analysis. They will work in group on a semester-long study case based on a real quoted company. These activities will allow students use and apply all tools and theories into real business cases and situations. Students must come to the group work sessions with all the pre-reading done. Attendance and participation are essential requirements for the effectiveness of the group work sessions.</p>	<p>All skills specified above</p>
<p>Presentations. Each group of students will be compelled to present at the end of the semester the study case they have been working on all along the semester. They will present it to the rest of the class as well as to the course instructors. Attendance and participation are essential requirements for the effectiveness of the presentation sessions.</p>	<p>CG 5., CG 8.</p>
<p>Teaching and learning outside the classroom</p>	<p>Skills to be developed</p>
<p>Group work outside the class: study case Students will work on the study of the strategic planning of a real quoted company. This activity will allow students use and apply all tools and theories into real business cases and situations. Assignments will be fixed so that each group of students will make periodical deliverances of their pieces of work</p>	<p>All skills specified above</p>
<p>Individual study and reading. Each student will need to organise their time outside the class in order to do all the pre-readings of each session, and in order to profoundly study the subject: the will have to understand, elaborate, retain and assess all concepts, theories and tools presented and worked in class. The course instructors will recommend some complementary reading.</p>	<p>CG 1, CG 2, CG 3, CG 4, CG 8, CG 9, CE01.</p>
<p>Tutorials. Students will have a chance to meet with the course instructor individually and outside the class if required. These tutorial sessions will help students solve problems and uncertainties faced regarding the course contents, activities and assessment.</p>	<p>All skills specified above</p>
<p>Collaborative learning As students will have to work in groups, each of them will have a chance to develop interpersonal working skills while collaborating with their group mates.</p>	<p>CG 5, CG 6.</p>

SUMMARY OF STUDENT'S WORKING HOURS

CONTACT HOURS		
Lectures	Group work sessions	Tutorial
15	10	5
WORKING HOURS OUTSIDE THE CLASSROOM		
Essays and research works, individual or collective	Collaborative learning (working in groups)	Individual study
40	15	15
Total: 3 ECTS:		90 working hours

COURSE EVALUATION AND ASSESSMENT CRITERIA

Students **must pass each and every assessment activity** shown in the table below.

Assignments must be delivered **in the time and date specified by the course instructor**, otherwise students will get a grade of "0" in the missed assignment.

Course final grade weights:

Activities to be assessed	Evaluation criteria	Weight
Final Exam,	Based on the individual solution to 2 cases	50%
Cases	At least 7 cases will be conducted during the classes (individual or in group), 2 of these cases would not be considered (the worse graded)	40%
	Individual paper on a real case	10%

The minimum grade to reach in all evaluation activities to pass this course is 4. If this requirement is not fulfilled, students must resit their final exam.

Resits. In case of cases failure, the final exam resit will count for 100% of the course final grade. In any other case, the 50%-40%-50% weights distribution (see table below) will be applied

Students with an attendance waiver.

Absent students will be assessed only through the "Individual exams" activity, and their final grade will be 100% formed by the grade of this activity. They may take one or two exams, depending on their particular situation.

REFERENCES AND OTHER BIBLIOGRAPHIC RESOURCES

References

Books

J ROGER FISHER - WILLIAM URY - BRUCE PATTON (1991): "Getting to the Yes",
Gestión 2000. Edición 2011.

Articles and other bibliographic resources

Instructors will provide students with a series of academic and consulting readings related with each of the topics.