

## TECHNICAL SHEET OF THE SUBJECT

Data of the subject	
Subject name	Negotiation and conflict management
Subject code	E000011606
Involved programs	Máster Universitario en Administración de Empresas (MBA) [Primer Curso]
Level	Postgrado Oficial Master
Quarter	Semestral
Credits	3,0 ECTS
Type	Optativa
Coordinator	Francisco Javier Rivas Compains (frivasc@icade.comillas.edu)
Schedule	it will be indicated in the Intranet
Office hours	upon request
Course overview	Conflict management through negotiation skills. Styles of negotiation. Development of negotiation tactics and strategies according to situation. Development of the negotiating process: phases of preparation, development, closing and analysis of the negotiation. The space and time in the negotiations. Negotiating attitudes and personality.

Teacher Information	
Teacher	
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## SPECIFIC DATA OF THE SUBJECT

Contextualization of the subject
<p><b>Contribution to the professional profile of the degree</b></p> <p>This subject emphasizes the importance of knowing a systematic negotiation methodology based on a series of principles, known as the Harvard Method.</p> <p>For students who aspire to lead and to professionally manage, as well as to persuade in their personal environment, the subject of Negotiation techniques will help you develop the skills you need to successfully deal with any negotiation.</p> <p>Through a methodology you will develop your capacities, aptitudes and competences. The assimilation of the subject, from a point of experimental view facing different negotiation situations through cases and role-plays, makes possible that the student can obtain a competitive advantage by developing the negotiating capacity of it.</p>



## Prerequisites

**None.** The inclusion of the subject in an MBA presupposes that 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 put concepts and knowledge from other subjects into practice. It is convenient to have curiosity for different sectors of companies, to act assimilating the roles of the cases.

## Competencies - Objectives

### Competences

#### GENERALES

<b>CG02</b>	Gestión de la información y de datos como elementos clave para la toma de decisiones y la identificación, formulación y resolución de problemas empresariales.	
	<b>RA01</b>	Conoce, sintetiza y utiliza adecuadamente una diversidad de recursos bibliográficos y documentales.
	<b>RA02</b>	Discierne el valor y la utilidad de diferentes fuentes y tipos de información.
<b>CG03</b>	Resolución de problemas y toma de decisiones en los niveles estratégico, táctico y operativo de una organización empresarial, teniendo en cuenta la interrelación entre las diferentes áreas funcionales y de negocio.	
	<b>RA01</b>	Identifica y define adecuadamente el problema y sus posibles causas.
	<b>RA02</b>	Estudia alternativas posibles valorando correctamente el alcance de cada una.
	<b>RA03</b>	Decide cuál es la alternativa más adecuada para resolver el problema.
	<b>RA04</b>	Diseña e implanta un plan de acción para su aplicación.
<b>CG05</b>	Capacidades interpersonales de escuchar, negociar y persuadir y de trabajo en equipos multidisciplinares para poder operar de manera efectiva en distintos cometidos, y, cuando sea apropiado, asumir responsabilidades de liderazgo en la organización empresarial.	
	<b>RA01</b>	Utiliza el diálogo para colaborar y generar buenas relaciones.
	<b>RA02</b>	Escucha las opiniones de los demás y establece diálogos constructivos.
	<b>RA03</b>	Es capaz de realizar un intercambio persuasivo de ideas a través de un proceso negociador para llegar a acuerdos con otros.
	<b>RA04</b>	Conoce la técnica del debate y la oratoria y sabe emplearla en cuestiones profesionales.
	<b>RA05</b>	Valorar el potencial del conflicto como motor de cambio e innovación.
	<b>RA06</b>	Comunica sus ideas de manera efectiva y argumentada.
	<b>RA07</b>	Busca el valor de los demás miembros de equipo y potencia sus habilidades y fortalezas, haciendo que se sientan parte importante del equipo.



	<b>RA08</b>	Lidera el trabajo del equipo, organizando y delegando las tareas correctamente.
<b>CG06</b>		Compromiso ético en la aplicación de valores morales y los de la organización frente a dilemas éticos y de responsabilidad social corporativa.
	<b>RA01</b>	Vela por los intereses y derechos humanos ante cualquier causa económica o empresarial.
	<b>RA02</b>	Enfoca los dilemas desde un punto de vista humanista respetando los derechos fundamentales en el marco de una cultura de paz y valores democráticos.
<b>CG07</b>		Capacidad de gestión del tiempo con el objetivo de mejorar la efectividad personal y del equipo dentro del marco de las organizaciones empresariales, su entorno y su gestión.
	<b>RA01</b>	Gestiona el tiempo de trabajo personal para realizar las actividades de aprendizaje, cumpliendo con los plazos establecidos de entrega.
	<b>RA02</b>	Establece prioridades seleccionando adecuadamente las estrategias y recursos en función de las demandas.
<b>CG08</b>		Razonamiento crítico y argumentación acorde con la comprensión del conocimiento y del saber sobre las organizaciones empresariales, su contexto externo y su proceso de administración y dirección.
	<b>RA01</b>	Identifica los supuestos y las limitaciones de métodos y metodologías de trabajo.
	<b>RA02</b>	Asume una posición de evaluación crítica de teorías y métodos de trabajo, empleando un nivel de análisis adecuado.
	<b>RA03</b>	Reflexiona crítica e independientemente sobre problemáticas, teorías y métodos de trabajo
	<b>RA04</b>	Toma posición: debate correctamente aportando argumentos y aceptando otros planteamientos alternativos.
<b>CG09</b>		Capacidad de aprendizaje autónomo para seguir formándose para aprender a aprender las habilidades cognitivas y los conocimientos relevantes aplicados a la actividad profesional y empresarial.
	<b>RA01</b>	Busca, lee, depura, analiza, sintetiza y comprende críticamente materiales bibliográficos de referencia, así como materiales que presentan resultados de investigaciones, memorias, textos de supervisión profesional, y otros materiales de carácter aplicado.
<b>ESPECÍFICAS</b>		
<b>CE04</b>		Conceptualizar la función de gestión del talento desde la perspectiva estratégica e integradora que genera valor en las organizaciones empresariales.
	<b>RA01</b>	Justifica la función de personal en las organizaciones, su evolución en el tiempo, el cambio de una dirección de personal con una visión administrativa, a una dirección de recursos humanos con un enfoque estratégico.
		Conoce y comprende los procesos básicos de la conducta humana en el entorno organizativo.



	<b>RA02</b>	Conoce y comprende los procesos básicos de la conducta humana en el entorno organizativo: personalidad, emociones, aprendizaje, motivación, y actitudes ante el trabajo y la organización.
	<b>RA03</b>	Diseña las estrategias fundamentales para la gestión del talento: su selección, su retención, su desarrollo (formación y desarrollo de carrera, gestión del desempeño), y su compensación.
	<b>RA04</b>	Formula las políticas básicas de gestión de recursos humanos atendiendo a los valores y cultura de la organización.
<b>CE05</b>		Capacidad de identificar los conceptos clave que condicionan y explican el comportamiento de las personas en los procesos de toma de decisiones de la organización y conocer las herramientas que ayudan a individuos y equipos a lograr los objetivos organizativos planteados.
	<b>RA01</b>	Conoce las diferentes fuentes de poder en la organización y los estilos de influencia para manejarlo eficazmente.
	<b>RA02</b>	Desarrolla una visión global de las competencias para dirigir empresas y valora la importancia de cada una en el éxito empresarial.
	<b>RA03</b>	Practica la habilidad para manejar el poder en la organización.
<b>CE06</b>		Aptitud y disposición para adquirir y desarrollar las capacidades de comunicación, negociación, y gestión de personas y equipos necesarias para poder asumir el liderazgo de organizaciones empresariales.
	<b>RA01</b>	Conoce, comprende y aplica los más nuevos modelos y técnicas de desarrollo del liderazgo.
	<b>RA02</b>	Conoce, comprende y aplica las estrategias para construir comunicación oral, escrita, verbal y no verbal, efectiva, y las técnicas para construir relaciones interpersonales sólidas y constructivas.
	<b>RA03</b>	Conoce, comprende y sabe controlar los parámetros clave para una comunicación eficaz, más allá del mensaje (audiencia, medios, equipo, canales, redes)
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## THEMATIC BLOCKS AND CONTENTS

### Contents - Thematic Blocks

#### THE PROBLEM: DON'T BARGAIN WITH THE POSITIONS

1.1 Discussing positions produces ill-advised agreements

1.2 Arguing about positions is ineffective

1.3 Arguing about positions jeopardizes the existing negotiation

1.4 When many parties are involved, positional bargaining is even worse

1.5 Being nice and friendly is not the answer



## THE METHOD

### 2.1 Separate people from the problem:

1. Negotiators are first and foremost people
2. Separate the relationship from the essence
3. Perception
4. Emotion
5. Communication
6. Prevention works best

### 2.2 Focus on interests, not positions

1. Reconcile interests, not positions
2. How to identify interests
3. Talk about your interests

### 2.3 Invent Options for Mutual Benefit

1. Diagnosis
2. Premature judgment
3. The single answer
4. Separate, invent and decide
5. Expand your options
6. Look for mutual benefit
7. Make it easy for them to decide

### 2.4 Insist on using objective criteria

1. Deciding based on will is expensive
2. Develop objective criteria
3. Negotiate with objective criteria

## YEST, BUT

### 3.1 What if the others are more powerful? - develop your BATNA

1. Protect yourself
2. Making the most of what you own
3. When the other party is powerful

### 3.2 What if they don't want to play along? Use negotiation Jiu-Jitsu

### 3.3 What happens if they play dirty? The way to tame the tough negotiator

## TEACHING METHODOLOGY

### General methodological aspects of the subject

The methodology applied in this subject is based on the case method that consists of a phase of team preparation for subsequent



negotiation.

The observers who have supervised the negotiation they carry out a feedback process to the participants. Later the case is reviewed in class by the professors and the results and technical issues related to that negotiation are shared.

The student finally after the review, they reflect on what they have experienced and their possibilities for improvement in future cases.

For these reasons, the presence of the student in the classroom is essential, since he not only stops learning a specific and different aspect in each negotiation, if not that it can also harm your colleagues team.

Thus at the end of the semester, the student is able to see the evolution and personal improvement of him. In parallel is introduces the methodology and theoretical concepts developed at Harvard and performs a series of exercises, to develop and assimilate the elements of the negotiation.

## In-class Methodology: Activities

**AF8. Simulations**, role-playing games, group dynamics: Analysis and resolution of real negotiation cases in different business and personal environments.

From an 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 resolution.

Subsequently, these data are shared within the work team, treating to develop a strategy and approach to action against the opposing team.

They should plan what topics should or should not be seen, be creative generating ideas and proposals to be debated and decide who and how will lead the negotiation.

During preparation, the team must internalize and assume the role of the character, the company and situation in which the negotiation takes place, assessing its performance jointly and to 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 of either the teacher or a team of observers, who will evaluate the development of the negotiation and will give feedback to the participants, both on their abilities and their behavior (ethics) or not of how they have handled the case.

After feedback from the observer and review of the case, each student must exercise a self-critical analysis, identifying the aspects and points in which it has to improve and that she could have done better and collects it in her trading journal, as well as the

feedback received. With these data, you will be able to prepare the final review of your actual learning of the course.

**AF2. Participated sessions of an expository nature:** from the case and in the review, the professors explains the basic notions, with the participation actively and collaboratively with students, who discuss dark spots or nuances that are relevant for the correct understanding of the content. Will include dynamic presentations and the regulated or spontaneous participation of the students through various activities.

**AF4. Training.** A series of practical exercises are carried out that focus on develop a specific element of the

CG02, CG03, CG05,  
CG06, CE04

CG02, CG03, CG05,  
CG06, CE04



<p>negotiation and its preparation. Is not a case as such, if not an exercise that also simulates a real situation and focuses in a specific aspect of the negotiation (interests, options, alternatives, legitimacy, communication, relationship, commitment). With its realization the student acquires tools and models that fix the aspects acquired from the point conceptually.</p> <p>It is an individual work, which is put in common by the teacher with the whole class, at Once the conceptual frameworks that correspond to the exercise are reviewed, through audiovisual support</p>	<p>CG02, CG03, CG05, CG06, CE04</p>
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### Non-Presential Methodology: Activities

<p><b>B1. Study and documentation.</b> Individual study that the student carries out to understand, rework and retain the structural framework and scientific content of the Harvard principles-based negotiation methodology, from which will examine from the theoretical point of view</p>	<p>CG02, CG03, CG05, CG06, CE04</p>
<p><b>B2. Theoretical-practical monographs.</b> At the end of the course each individual student must submit a review on the evolution of it and learning in the subject, linking theoretical and practical aspects, articles external, analysis of external real situations, etc. Personal reflection has to go far beyond the mere compilation of information from various sources.</p>	<p>CG02, CG03, CG05, CG06, CE04</p>

### SUMMARY STUDENT WORKING HOURS

CLASSROOM HOURS			
Lecciones de carácter expositivo			
30.00			
NON-PRESENTIAL HOURS			
Análisis y resolución de casos y ejercicios, individuales o colectivos	Estudio individual y lectura organizada	Tutoría académica	Aprendizaje colaborativo
20.00	10.00	5.00	10.00
ECTS CREDITS: 3.0 (75,00 hours)			

### EVALUATION AND CRITERIA

Evaluation activities	Evaluation criteria	Weight
The student will solve 2 negotiation cases	Comprehensive and relational ability.	50 %
Individual study of a negotiaon case	Application of theoretical knowledge obtained to a real case Assessment of acquired skills	25 %
7 short cases, grupal or individual	Application of theoretical knowledge obtained to a real case	25 %



# COMILLAS

UNIVERSIDAD PONTIFICIA

ICAI

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CIHS

**Syllabus**  
**2021 - 2022**

Assessment of acquired skills

## Ratings

You will not be able to pass this subject if you do not obtain at least a 4 in each of the activities of reviewed evaluation

Retake exam

Students who have to make up the subject will have a grade based 100% on the final exam

If they have a grade lower than 4 in the case evaluation activity, otherwise the weight of the 50% -50% between the final exam and the assessment of the other criteria

If the student has more than four in all the evaluation activities, the average will be taken in the same terms than in the first time it was evaluated.

**Schooling waiver.**

Students with an attendance exemption will have a score based on 100% 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