



COMILLAS

UNIVERSIDAD PONTIFICIA

ICAI

ICADE

CIHS

Syllabus
2024 - 2025

TECHNICAL SHEET OF THE SUBJECT

Data of the subject	
Subject name	Negotiation & Conflict Management
Subject code	E000011606
Main program	Official Master's Degree in Business Administration - MBA
Involved programs	Máster Universitario en Administración de Empresas (MBA) [First year]
Level	Postgrado Oficial Master
Quarter	Semestral
Credits	3,0 ECTS
Type	Optativa
Department	Departamento de Gestión Empresarial
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	
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
<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

CG02	Management of data and information as key elements for decision-making and for identification, formulation and resolution of business problems.	
	RA01	Conoce, sintetiza y utiliza adecuadamente una diversidad de recursos bibliográficos y documentales.
	RA02	Discierne el valor y la utilidad de diferentes fuentes y tipos de información.
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.	
	RA01	Identifica y define adecuadamente el problema y sus posibles causas.
	RA02	Estudia alternativas posibles valorando correctamente el alcance de cada una.
	RA03	Decide cuál es la alternativa más adecuada para resolver el problema.
	RA04	Diseña e implanta un plan de acción para su aplicación.
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.	
	RA01	Utiliza el diálogo para colaborar y generar buenas relaciones.
	RA02	Escucha las opiniones de los demás y establece diálogos constructivos.
	RA03	Es capaz de realizar un intercambio persuasivo de ideas a través de un proceso negociador para llegar a acuerdos con otros.
	RA04	Conoce la técnica del debate y la oratoria y sabe emplearla en cuestiones profesionales.
	RA05	Valorar el potencial del conflicto como motor de cambio e innovación.
	RA06	Comunica sus ideas de manera efectiva y argumentada.
	RA07	Busca el valor de los demás miembros de equipo y potencia sus habilidades y fortalezas, haciendo que se sientan parte importante del equipo.
	RA08	Lidera el trabajo del equipo, organizando y delegando las tareas correctamente.



CG06	Time management capacity with the purpose of improving personal and team efficiency within business organizations, its environment and its management.	
	RA01	Vela por los intereses y derechos humanos ante cualquier causa económica o empresarial.
	RA02	Enfoca los dilemas desde un punto de vista humanista respetando los derechos fundamentales en el marco de una cultura de paz y valores democráticos.
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.	
	RA01	Gestiona el tiempo de trabajo personal para realizar las actividades de aprendizaje, cumpliendo con los plazos establecidos de entrega.
	RA02	Establece prioridades seleccionando adecuadamente las estrategias y recursos en función de las demandas.
CG08	Initiative, creativity and entrepreneurship when applying management techniques and related knowledge to management and development of business organizations.	
	RA01	Identifica los supuestos y las limitaciones de métodos y metodologías de trabajo.
	RA02	Asume una posición de evaluación crítica de teorías y métodos de trabajo, empleando un nivel de análisis adecuado.
	RA03	Reflexiona crítica e independientemente sobre problemáticas, teorías y métodos de trabajo
	RA04	Toma posición: debate correctamente aportando argumentos y aceptando otros planteamientos alternativos.
CG09	Knowledge, understanding and handling of tools for diagnosis of the competitive position of a company, and designing and executing the company's strategic plan.	
	RA01	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.
ESPECÍFICAS		
CE04	Conceptualising the talent management function from a strategic and integration approach creating value within business organizations.	
	RA01	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.
	RA02	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.



	RA03	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.
	RA04	Formula las políticas básicas de gestión de recursos humanos atendiendo a los valores y cultura de la organización.
CE05	Capacity to identify key concepts impacting and explaining people's behaviours in decision-making processes within organisational contexts, and to acknowledge and handle management tools helping individuals and teams reach planned organisational goals.	
	RA01	Conoce las diferentes fuentes de poder en la organización y los estilos de influencia para manejarlo eficazmente.
	RA02	Desarrolla una visión global de las competencias para dirigir empresas y valora la importancia de cada una en el éxito empresarial.
	RA03	Practica la habilidad para manejar el poder en la organización.
CE06	Ability and disposition to acquire and develop communication and negotiation skills and the ability to manage persons and teams needed to exercise leadership of a corporate organization.	
	RA01	Conoce, comprende y aplica los más nuevos modelos y técnicas de desarrollo del liderazgo.
	RA02	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.
	RA03	Conoce, comprende y sabe controlar los parámetros clave para una comunicación eficaz, más allá del mensaje (audiencia, medios, equipo, canales, redes)
	RA03	Conoce, comprende y sabe controlar los parámetros clave para una comunicación eficaz, más allá del mensaje (audiencia, medios, equipo, canales, redes)

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 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

CG02, CG03, CG05,
CG06, CE04

CG02, CG03, CG05,
CG06, CE04



<p>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, atOnce 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>B1. Study and documentation. 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>B2. Theoretical-practical monographs. 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> <p>CG02, CG03, CG05, CG06, CE04</p>
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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

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 Assessment of acquired skills	25



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Ratings

Students will have two opportunities to pass the course: one during the regular teaching period and the other in a resit evaluation period that will take place in the month of June/July.

To pass the course during the ordinary teaching period, the student must obtain a minimum grade of 5 in all the defined evaluation systems.

Those students who do not pass this first evaluation may repeat the individual exam and/or the project/activities defined by the teacher in the June/July resit period. The grades obtained by the students in the rest of the components of the evaluation -with their corresponding weightings in the final grade- will be maintained in this second evaluation.

Students with a waiver for class attendance will be graded based on 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