



## TECHNICAL SHEET OF THE SUBJECT

Data of the subject	
Subject name	Negotiation and Conflict Management
Subject code	E000004354
Main program	<a href="#">Official Master's Degree in Business Administration - MBA</a>
Involved programs	Máster Universitario en Administración de Empresas (MBA) [Primer Curso]
Credits	3,0 ECTS
Type	Optativa

Teacher Information	
Teacher	
Name	Francisco Javier Rivas Compains
Department	Departamento de Gestión Empresarial
Office	IBS collaborating teachers' office (5th floor, Rey Francisco building)
Email	frivasc@icade.comillas.edu

## SPECIFIC DATA OF THE SUBJECT

Contextualization of the subject
<b>Contribution to the professional profile of the degree</b>
<p>This subject emphasizes the importance of knowing a systematic negotiation methodology based on a series of principles, known as the Harvard Method. 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 him or her develop the skills needed to successfully deal with any negotiation.</p> <p>Through an eminently practical methodology of the subject, the student will develop his/her abilities, skills and competencies. The assimilation of the subject, from a point of experimental view facing different negotiation situations through cases and role-plays, makes that students can obtain a competitive advantage by developing their negotiating skills.</p>
<b>Prerequisites</b>
<p><b>None.</b> 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 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.</p>

## 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>RA1</b>	Conoce, sintetiza y utiliza adecuadamente una diversidad de recursos bibliográficos y documentales
	<b>RA2</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>RA1</b>	Identifica y define adecuadamente el problema y sus posibles causas
	<b>RA2</b>	Estudia alternativas posibles valorando correctamente el alcance de cada una
	<b>RA3</b>	Decide cuál es la alternativa más adecuada para resolver el problema
	<b>RA4</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>RA1</b>	Utiliza el diálogo para colaborar y generar buenas relaciones
	<b>RA2</b>	Escucha las opiniones de los demás y establece diálogos constructivos
	<b>RA3</b>	Es capaz de realizar un intercambio persuasivo de ideas a través de un proceso negociador para llegar a acuerdos con otros
	<b>RA4</b>	Conoce la técnica del debate y la oratoria y sabe emplearla en cuestiones profesionales
	<b>RA5</b>	Valorar el potencial del conflicto como motor de cambio e innovación
	<b>RA6</b>	Comunica sus ideas de manera efectiva y argumentada
	<b>RA7</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>RA8</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>RA1</b>	Vela por los intereses y derechos humanos ante cualquier causa económica o empresarial.
	<b>RA2</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>ESPECÍFICAS</b>		
<b>CEO2</b>	Conocimiento y comprensión de las técnicas de negociación profesional	
	<b>RA1</b>	Conocimiento de la gestión de conflictos y de los diferentes tipos de negociación adecuados a cada situación
	<b>RA2</b>	Conocimiento de la planificación y preparación, fases y cierre de toda negociación
	<b>RA3</b>	Capacidad para diseñar estrategias y tácticas de negociación según las circunstancias
	<b>RA4</b>	Comprende y maneja las diferencias interculturales dentro de las negociaciones
	<b>RA5</b>	Domina argumentar las propias ideas, rebatir las de la otra parte y hacer concesiones
	<b>RA6</b>	Es capaz de cerrar negociaciones llegando a acuerdos o acercando posiciones

## THEMATIC BLOCKS AND CONTENTS

### Contents - Thematic Blocks

#### Topic 1: THE PROBLEM: DON'T BARGAIN WITH THE POSITIONS

Discussing positions produces bad agreements

Arguing about positions is ineffective

Arguing about positions jeopardizes the existing relationship

When many parties are involved, positional bargaining is even worse

Being nice and friendly is not the answer

#### topic 2: THE METHOD

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

#### Focus on interests, not positions

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

#### 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

#### Insist on using objective criteria

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

### Topic 3: YES, BUT

#### 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

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

#### 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 teacher 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. By

For these reasons, the presence of the student in the classroom is essential, since not only does he stop learning a concrete 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 their evolution and personal improvement. In parallel it introduces the methodology and theoretical concepts developed at Harvard and performs a series of exercises, to develop and assimilate the elements of the negotiation.

## 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
<b>ECTS CREDITS: 3,0 (75,00 hours)</b>			

## EVALUATION AND CRITERIA

Evaluation activities	Evaluation criteria	Weight
Final negotiation exam, consistent in the resolution of 2 practical cases	Comprehensive and relational ability.	50 %
Conducting an individual study on a real case of negotiation. 10% Resolution of practical cases in class, or well in a non-face-to-face way, no less than 7 cases will be carried out, will eliminate the largest and smallest of the grades obtained. These cases can be individual or group. 40%	Application of theoretical knowledge obtained to a real case Assessment of acquired skills	50 %

## Ratings



# COMILLAS

UNIVERSIDAD PONTIFICIA

ICAI

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CIHS

**Syllabus**  
**2020 - 2021**

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

Second Call

Students who have to take again the exam 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 them terms than in the first time it was evaluated.

School 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): "Getting to the yes", Gestión 2000. Edición 2011.

ROGER FISHER - DANNY ERTEL (1995): "Getting to the yes practical questions", Gestión 2000. Edición 2007.

BAZERMAN, MAX - MALHOTRA, DEEPAK. "The genius negotiator 2014. Colección Empresa Activa. Ed. Urano

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