

esade

RAMON LLULL UNIVERSITY

Negotiation, Communication and Conflict Management

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1. Course description / Introduction to the course

Students will learn how to prepare for negotiation, understanding the key issues in a dispute resolution role. They will be able to create value in negotiations and how to share this value out. They will be able to handle negotiations according to different approaches and will be able defend themselves from aggressive behavior.

2. Learning objectives and competencies

- Emotional self-awareness: understanding how feelings affect behavior in negotiations.
- Achievement orientation: thinking about objectives for performance improvement and anticipating problems.
- Emotional self - control and suppressing personal needs or desires in favor of organizational, family, or group needs; managing impulses and dealing with stress calmly .
- Flexibility. Changing behaviors to suit the situation and situational needs. Empathy. Understanding others.
- Assertiveness: communicating what you want in a non - aggressive way.
- Influence: convincing others persuasively and engagingly, appealing to their self interest.
- Conflict management: bringing conflict into the open, acknowledging the feelings and views of all sides, discussing and de - escalating conflicts.

3. Course format and methodological approach

This is a highly practical course with simulations every class. The debriefing sessions help to create take-aways and learning points.

4. Course Contents

1. Introduction

What is negotiation? Why is it so important for business people? Background and types of negotiation. Distributive and integrative approach. Prisoner's dilemma. Stages in the process.

2. Two Parties, one issue

The negotiating zone, analytical models, pre-negotiation, confidence; common interests; role of time, aspirations, team roles; mergers.

3. Advice for negotiators

Defining issues, interests and positions, making proposals and packaging, the skills of negotiating: listening, arguing, creating options, dealing with Impasses, signalling, tactics.

4. Two - parties, many issues

Tactics, concessions, creating issues, trading, closing. Evaluating strategy choices.

5. Other general concerns

Ethics; fairness; cross cultural issues.

5. Assessment

Case report, Negotiation Journal, simulation/participation and final exam.

6. Materials

- Max Bazeman and Margaret Neale Negotiating Rationally. Free Press 1992. Cohen, H. You Can Negotiate Anything. New York: Bantam Books, 1982.
- Elkman, P. Telling Lies Norton 2002
- Elkman, P. Emotions Revealed. Owl Books (2007)
- Fisher, R. & Ury, W. Getting to Yes. New York: Penguin Books, 1991. (GTY)
- Fisher, R. & Ertel, D. Getting Ready to Negotiate: The Getting to Yes Workbook. New York: Penguin Books, 1995.
- Fisher, R. & Ury, W. Getting to Yes: Negotiating Agreement Without Giving in. New York: Penguin Books, 1991.
- Fitzgerald, C. & Kirby, L., Research and Applications in Psychological Type and Leadership Development. Palo Alto: Davies - Black Publishing, 1997.
- Fowler, A. Negotiation Skills and Strategies. London: Institute of Personnel Management, 1990.
- Fowler, A. Effective Negotiation. London: Institute of Personnel Management, 1986.
- Raiffa, H. . The Art and Science of Negotiation. 2002. (Recommended) Raiffa H, Lectures on Negotiation Analysis PON Books 2000
- Hickson, J. & Pugh, D., Management Worldwide: The Impact of Societal Culture on Organizations around the Globe. New York: Penguin Books, 1995.
- Hofstede, G., Culture and Organizations: Software of the Mind. Intercultural Cooperation and its Importance for Survival. New York: McGraw & Hill, 1997.
- Kennedy, G. Benson, J. & McMillian, J. Managing Negotiations. London: Hutchinson Business, 1987.
- Kennedy, G. Everything's Negotiable. London: Arrow Business Books, 1997.
- Kennedy, G. The New Negotiating Edge. Nicholas Brealey, 1998.
- Lewicki, R., Saunders, D. & Minton, J. Negotiation. New York: Irwin McGraw - Hill, 1999. (recommended)

- Lewicki S., Saunders, Minton & Barry. Negotiation: Readings, Exercises and Cases (McGraw 2010 6e)(L)
- Menkel - Meadow, Love, Schneider, Sternlight. Dispute Resolution.
- Beyond the Adversarial Model. Aspen 2002 (recommended)
- Moffit, M and Bordone, R. The Handbook of Dispute Resolution Jossey
- Bass, 2005 Mnookin et al. Beyond Winning. Negotiating to create value in deals and disputes, 2000 (obligatory) BW
- Patton, Stone and Heen, Difficult Conversations: How to Discuss What Matters Most Rangarajan, L. N. The Limitation of Conflict: A theory of Bargaining and Negotiation. London: Croom Helm, 1985.
- Shell, G. Bargaining for Advantage: Negotiation Strategies for Reasonable People. New York: Penguin Books, 2000.
- Stone, D. et al. Difficult Conversation. How to discuss what Matters Most. New York: Penguin Books, 2000. DC
- Ury,W. Getting Past No: Negotiating Your Way From Confrontation To Cooperation. New York: Bantam Books,1993. Negotiation Journal offers academic papers on issues dealt with in negotiation studies

This course is strictly ruled by ESADE's Honour Code

"I will not lie, cheat or steal to gain an academic advantage. I will respect all ESADE students, faculty and staff with my words and deeds."

The violations of the ESADE MBA Honor Code include the following:

Lying: Lying includes knowingly communicating an untruth in order to gain an unfair academic or employment advantage.

Cheating: Cheating includes, but is not limited to, using unauthorized materials to complete an assignment; copying the work of another person; unauthorized providing of materials or information (e.g. proprietary course information) to another person; plagiarism; unauthorized providing of materials or information to another person during an exam. All communications, written, oral or otherwise, among students during examinations, are forbidden, as is the use of notes, books, computers, calculators or other written material except when approved by the instructor.

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Respect for others and professional conduct: Respect for others includes treating all ESADE students, staff, faculty and external contacts connected to the school with politeness and cordiality, refraining from using abusive language or physical violence.

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Violations of this agreement and will be governed by MBA Programme Management which has the right to exercise any disciplinary action necessary in order to uphold the standards set forth herewith and in the Programme's Rules and Regulations.