



# International MBA Programme

## Negotiation & Management Development

### Methodological Guide



**EADA**

ESCUELA DE ALTA DIRECCIÓN  
Y ADMINISTRACIÓN



**PROGRAMME: INTERNATIONAL MBA 07/08**

**SUBJECT: NEGOTIATION & MANAGEMENT DEVELOPMENT (25 0231 MI)**

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## **INTRODUCTION**

«You don't get what you deserve; you get what you negotiate...»

Managers are surrounded by negotiation situations in every aspect of their daily work activities. Superiors, subordinates, colleagues, customers, suppliers, partners... all placing demands and defending their interest.

In this management development module participants are given tools and techniques to strengthen their negotiation skills and become more effective bargainers, more productive managers who can create deals with lasting value for all parties involved.

This module will also reserve time to revise the progress that the participants are making in relation to their PPC and the action plan they have developed in order to achieve some personal/professional objectives.

## **AIMS**

Upon completion of this module the participant should be able to:

- Clearly identify the distinct interests of the different negotiating parties
- Plan and prepare for a successful negotiation
- Build strong bargaining leverage
- Expand the value of the final deal.
- Evaluate the progress they have made in achieving their personal/professional objectives and revise their action plan.

## METHODOLOGY

This course is highly interactive and participative. The facilitators will establish a conceptual framework and will then facilitate group sessions where participants engage directly in case studies and role-playing and negotiation exercises.

All participants will form part of negotiating teams and will receive direct feedback from the tutors and fellow classmates regarding their negotiation performance.

## TEACHING MATERIAL

See sessions guide below.

## EVALUATION

Each participant will be evaluated according to the acquired knowledge on the pertinent subject and the quality and consistency of their participation. 50% of the final grade will be based on a minimum of one written assignment during the course and the final exam. The other 50% will be based on the quality and consistency of the participation. No matter how high the evaluation on the participation may be, in order to get a passing grade on the subject, the participant needs to pass the written part of the evaluation.

## BIBLIOGRAPHY

- FISHER, R.; PATTON, B. Y URY, W. *Getting to Yes*. New York : Penguin Books, 1991.
- LEWICKI, R. Y HIAM, A. *The phase forward MBA in negotiating and deal making*. New York : Wiley, 1999.
- PONTI, F. *Los caminos de la negociación*. Barcelona : Granica, 2002.
- SHELL, R. *Bargaining for advantage*. New Cork : Penguin, 1999.
- STONE, D; PATTON, B: HEEN, S. *Difficult Conversations*. New York, Viking Penguin, 1999.
- URY, W. *Getting Past No*. Random House, 1992.
- WATKINS, M. *The Breakthrough Business Negotiation*, Jossey Bass Wiley, 2002.

# CLASS SESSIONS

**PROGRAMME:** INTERNATIONAL MBA 07/08

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SESSION	TOPIC	MATERIAL
1	<ul style="list-style-type: none"> <li>• Introduction to key concepts and abilities that are essential to conducting negotiations.</li> <li>• THE EADA MODEL: PEOPLE, STRATEGY, TECHNIQUES</li> <li>• Negotiation Skills: Strategy &amp; Planning                             <ul style="list-style-type: none"> <li>- Situational negotiation strategies</li> <li>- Preparing the negotiation</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Slides: (54900) Negotiation</li> <li>• Role Play:                             <ul style="list-style-type: none"> <li>- (55341) "Win as much as you can" (In class)</li> <li>- (53899) The new bicycle Role A (In class)</li> <li>- (53900) The new bicycle Role B ( In class)</li> <li>- (55134) Conflict Resolution Style Questionnaire</li> <li>- (52310) Role A Kontex-Rubic (In class)</li> <li>- (52309) Role B Kontex-Rubic (In class)</li> </ul> </li> </ul>
2	<ul style="list-style-type: none"> <li>• Negotiating Techniques                             <ul style="list-style-type: none"> <li>- Building strong negotiating positions.</li> <li>- Principled Negotiations</li> <li>- Interests vs. Positions</li> <li>- Creative options</li> <li>- Objective criteria</li> <li>- BATNA: Strengthen your position</li> <li>- Activity part 1</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Slides: (52966) International Negotiation</li> <li>• Role Play:                             <ul style="list-style-type: none"> <li>- (52985) Sally Soprano (A) (In class)</li> <li>- (53002) Sally Soprano (B) (In class)</li> <li>- (55797) Guide to prepare a negotiation</li> </ul> </li> </ul>
3	<ul style="list-style-type: none"> <li>• Personal/Professional Dev. Action Plan Review</li> <li>• An MBA personal/professional development experience</li> <li>• Activity part 2</li> </ul>	<ul style="list-style-type: none"> <li>• PPC review</li> <li>• Questionnaire</li> </ul>

4	<ul style="list-style-type: none"> <li>• Negotiating Techniques</li> <li>• Intercultural negotiations- culture's influence in negotiation results</li> <li>• <u>Conference – a professional negotiation experience</u></li> <li>• Conflict Resolution Techniques The phases of a conflict</li> </ul>	<ul style="list-style-type: none"> <li>• Reading: (52982) Ten Ways that Culture a Effects Negotiating style: some survey results</li> <li>• Reading: (52992) The hidden challenge of cross-border negotiations</li> <li>• Role Play: <ul style="list-style-type: none"> <li>- (53034) Quimiflux Role A (In class)</li> <li>- (52970) Quimiflux Role B (In class)</li> </ul> </li> </ul>
5	<ul style="list-style-type: none"> <li>• Negotiation consolidation activity</li> </ul>	<ul style="list-style-type: none"> <li>• Role Play: <ul style="list-style-type: none"> <li>- (53201) Nyiqui - URC (A) (In class)</li> <li>- (53202) Nyiqui - URC (B) (In class)</li> </ul> </li> </ul>