

Strategic Negotiation Skills for leaders Course outline

Strategic Negotiation is an important business function and involves negotiation with clients, suppliers, shareholders, potential partners, employees and Institutions. Effective negotiation skills are increasingly important for leaders in the business world as they contribute significantly to business success.

Course objectives:

- Develop effective communication capabilities in negotiation situations
- Develop strong understanding of key principle, frameworks and practices for effective negotiation
- Apply the program elements to real-time strategic Negotiation situations through simulations.
Develop effective planning and negotiation capabilities for the corporate world

Session-wise content of the course:

Sr. No.	Topics	Readings, Case	Cases / simulations
1	Importance of strategic Negotiation skills for today's leaders. Applying ZOPA framework to real world scenario.		Anchor case- Real world negotiation challenges Simulation focus: Negotiation perspective, Insights and techniques Industry spotlight: Leasing and Information Technology
2	Shadow Negotiations		Case study: Inside Shadow negotiation (1) Industry spotlight: Healthcare Case study: Negotiation on delivery schedule conflict Industry spotlight: Information Technology
3	BATNA Framework Identifying Minimum Possible Agreement	Reading: Book chapters: Section III- p 5-63. Yes..but: Getting to Yes. Second edition by Fisher, Ury and Patton (RANDOM HOUSE BUSINESS BOOKS)	Anchor case – Business Acquisition Case study: Inside Shadow negotiation (2)-BATNA Case study: Know your BATNA Case study: Negotiation on delivery schedule conflict (2)-BATNA
4	Setting substance and relationship goals Advocacy Developing connections Breaking the cycle of bad communication at crucial stages in Negotiation	Reading: Book chapters: 2. Making strategic moves pp 73-119: Everyday Negotiation; Deborah Kolb (Phd), Judith Williams (P. Hd.)-Wiley India Edition	Case study: Inside Shadow negotiation (3)-Advocacy Case study: Negotiation on delivery schedule conflict (3)-Advocacy Case study: Case of self Sabotage
5	Distributive Negotiation communication strategies.	1. Shape perceptions to claim value- David A Lax, James K Sebenius -HBR background read for Salt Harbor	Simulations: Salt harbor I Simulation focus: distributive negotiations Industry spotlight:: Real Estate
6	Biases in negotiations		Simulations: Salt harbor I (contd)

	First mover advantage Using information to advantage		
7	Selecting and Improving your BATNA Investigative negotiations Dealing with uncertainties Classic mistakes and best practices in BATNA	2. Four Key concepts - David A Lax, James K Sebenius HBR Batna article as pre read for Salt Harbor II	Simulations: Salt harbor II Simulation focus: BATNA
8	Integrative negotiations Identifying Bargaining and no bargaining range based on value creation framework Conflict-Spiral Model of Escalation	3D negotiation- David A Lax, James K Sebenius HBR - concept pre-read for Integrative negotiations	Simulation: Mommies show I Simulations focus: Integrative negotiations Industry spotlight: television and entertainment
9	Breaking the cycle of bad communication at crucial stages in Negotiation Framing questions for Digging deeper and developing effective criteria to address future uncertainties Developing contingency contracts-Framework for Proposing creative solutions		Simulation: Mommies show II Simulations focus: Negotiating Contingency contracts
10	Dealing with multiple issues Multiple issue negotiation strategies Combined BATNA and ZOPA with multiple issues Communication strategies for building trust in negotiation		Simulation: Union Management negotiations Simulations focus: Trust and cooperation in Negotiation Industry spotlight: Manufacturing (Mechanical works)
11	Communication barriers and gateways in Negotiation Responding to power play communication in Negotiation Analyzing Competition-Cooperation Spectrum Understanding other party's discomforts in disclosing BATNA. Applying Integrative Negotiation techniques.	Reading: Negotiation analysis Reading: Book chapters: Chapter 6: Building Coalitions PP 135-154. Breakthrough Business Negotiations; Michael Watkins	Simulations: Board room simulation I Simulation focus: Interdivisional negotiations Industry spotlight: Manufacturing and distribution Conglomerate
12	Multi-party, multi-issue negotiations Dealing with Difficult Tactics Mapping linked negotiations Coalition building Responding to power play communication in Negotiation Communication team strategies in negotiation that deliver results	Applying Nonverbal communication in Negotiation	Simulations: Board room simulation II Simulation focus: Communication strategies in multi party negotiations
13	Identifying Tipping points Structuring consultation Understanding Vicious and Virtuous Cycles Consensus Building Techniques for group Negotiation	Reading: Six habits of Merely Effective negotiators (HBP) Reading: Resisting challenge (HBP) Reading: Challenge of cross border negotiation (HBP)	Simulation: Equity splits at UpDown I Simulations focus: Business partner negotiations Industry spotlight: E-commerce
14	Identifying Tipping points Structuring consultation Understanding Vicious and Virtuous Cycles Consensus Building Techniques for group	Reading: Six habits of Merely Effective negotiators (HBP) Reading: Resisting challenge (HBP)	Simulation: Equity Splits at UpDown Simulations focus: Business partner negotiations

	Negotiation	Reading: Challenge of cross border negotiation (HBP)	
15	<p>The ICON Negotiation Model- Identifying interests</p> <p>Developing options from unstructured information</p> <p>Principled Negotiations simulations</p> <p>Principle agent conflict</p> <p>Adapting communication for advantageous position in Negotiations</p>	<p>Reading: Book chapters: Getting to Yes- Section II-The Method, chapter 3-focus on interest not position: Second edition by Fisher, Ury and Patton (RANDOM HOUSE BUSINESS BOOKS)</p>	<p>Case study: Setting expectations right</p> <p>Case study: developing Negotiation options</p> <p>Simulation: Helen Hoops I</p> <p>Simulation focus: differentiating positions and interests</p> <p>Industry spotlight: Sports</p>
16	<p>The ICON Negotiation Model- developing options</p> <p>Adapting communication for advantageous position in Negotiations</p>		<p>Case study: developing</p> <p>Simulation: Helen Hoops -2</p> <p>Simulation focus: Negotiating options</p>

Pedagogy:

Component	Approach
Concepts, frameworks	PPTs
Case studies and group assignments	Real life industry case studies and simulations drawn from faculty personal experience and Harvard Publishing and case studies
Video	Video case based discussions
Simulation	Board room Simulation

Number of sessions, hours needed per student for class sessions

No of class sessions: 16

No of student hours needed for preparation: 16

No of group assignments: 5

Evaluation criteria:

Assessment	%	Comments
Class Participation	15	Participating in case discussions
Group case presentation	20	Each group will be assigned two cases
Board room Simulation presentation and report submission	20	Group presentation based on assigned case study. Each participant of the group will be assigned a role. Hence assessment will be individual
Final examination	45	Will be administered after the course is over. Duration 2 hours
Total	100	