

COURSE SYLLABUS

Skills for Impact – Introduction to Negotiation

SPRING 2019

Instructor: Sebastian Litta

Teaching format: 1.5-days intense seminar

Course status: Skills for Impact Course, optional module

1 Credit (2 ECTS credits)

Course e-learning site: <http://ceulearning.ceu.edu/course/view.php?id=6813>

The SFI program is a mandatory, applied element of the MPA program. It aims to equip students with core vocational competencies that are of high value in the workplace, including team building, leadership, emotional intelligence, planning, risk management and critical reflection. The SFI modules complement academic learning on the MPA, and provide an important opportunity for practice oriented learning and broad skills development.

Course Objectives

*This course introduces students to basic concepts of negotiation analysis. Cooperation and mutual agreements are becoming ever more important. Expertise, passion, and momentum are not sufficient to create lasting solutions. Instead, leaders of tomorrow need to be able to engage in negotiations. They need to be able to master the **analytical challenges**, that is **gathering and understanding complex information, defining and assigning value, evaluating different options, crafting a deal** and assessing moves of their counterparts. However, truly successful leaders also need to master the “**soft skill**” challenges, that is **building trust, listening carefully, understanding the needs and interests** of the other party and **being able to reflect their own strengths and weaknesses**. These two challenges will be the focus of this course on negotiation analysis.*

Learning Outcomes

By the end of the course, students will be able to understand basic principles behind many negotiations, they will have learned various lessons about their own negotiation behavior, their strengths and weaknesses. Students will be familiar with the Harvard Negotiation Principles. Students will have acquired a toolkit that will allow them to prepare negotiations in a better way. They will be able to analyze complex negotiation landscapes due to a comprehensive case study discussion.

Summary Description

The course is based on the Harvard principles of negotiation and puts an emphasis on carefully designed role plays and simulations. Students progress through a series of different negotiation simulations and case studies and are offered the chance to reflect their failures or successes and thus learn for the next level of negotiation expertise. In addition, theoretical concepts with high real world-relevance are introduced and discussed and essential tips and tricks are shared with the students.

Course Outline

Preparatory Reading for Day 1 (in the given order):

- 1) Michael Wheeler, Negotiation Analysis: An Introduction, Harvard Business Review: 2002.
- 2) Please read Case Study #1 “The Austro-Hungarian Ausgleich” before the beginning of the intro class and answer the following two questions: 1) Who are the main parties in the actual negotiation? 2) Which negotiation techniques are used by the main negotiators? Please send your answers via email to sebastian.litta@gmail.com by 10 pm on May 23.

It is important that you complete all reading assignments.

Monday, May 27

- 9:00 am: Kick-off, introduction, and expectations
- 9:30 am: Exercise #1 Kebab Cartel
- 10:15 am: Discussion of results of exercise #1
- 10:45 am: Break
- 11:00 am: Harvard principles of negotiation
- 11:30 am: Exercise #2 Employment Contract
- 12:15 am: Break
- 12:30 am: Discussion of results of exercise #2
- 1:00 pm: Lunch Break
- 2:00 pm: Case Study #1: The Austro-Hungarian Ausgleich (please read it BEFORE class)
- 3:15 pm: Break
- 3:30 pm: Exercise #3 UN Security Council: Introduction
- 4:00 pm: Exercise #3 UN Security Council: Play!
- 4:30 pm: Discussion of results of exercise #3
- 5:00 pm: Intro Key Concepts Essay
- 5:10 pm: End of Day 1**

Homework for Day 2: Please write your “Key Concepts” essay after class and send it electronically before midnight to sebastian.litta@gmail.com.

Tuesday, May 28

- 9:00 am: Key Concepts in Negotiation, with video analysis and discussion of paper: Michael Wheeler, Negotiation Analysis: An Introduction, Harvard Business Review: 2002. (PLEASE READ BEFORE CLASS)
- 10:00 am: Exercise #4 “Sauerbier Supermarket”: Introduction and individual preparation
- 10:30 am: Break, go to exercise rooms at the end of the break

- 10:45 am: Exercise #4 “Sauerbier Supermarket”
- 11:45 am: Hand in results, give mutual feedback in exercise groups
- 12:00 pm: Sauerbier Supermarket: debrief / results
- 12:30 pm: Wrap-up, Take-Aways
- 12:45 pm: End of course**

Assessment

This is a pass/fail class. In order to pass the class four contributions are necessary:

- *Completed reading assignments and answers to four case study questions sent BEFORE 10 pm, May 23, 2019*
- *1 Key Concepts in Negotiations essay sent BEFORE midnight, May 27, 2019*
- *Active participation in all exercises and case study discussions*
- *Active participation in class discussions*

Your success or failure during the negotiation exercises will not be graded.

According to the CEU [Student Rights, Rules, and Academic Regulations](#) (Annex 1.), in case of a 1-credit course, students are expected to spend 40-50 hours on non-classroom, autonomous, self-directed learning (homework, consultations with the course instructor and preparing for classes).

Special Notes

The course relies heavily on simulation exercises and role plays. It is crucial for the success of the course that all students participate throughout the entire course. It is not possible to skip parts of the course, because your simulation exercise group might not be able to play the exercise when one player is missing. If you are in doubt about your participation please contact the instructor **at least 2 days before the class**, that is BEFORE 9 am, Friday, May 24, 2019.

Active participation is important for all class discussions – this does not mean quantity, but quality. Quality means that in your contributions you a) make a point, b) add something new to the discussion, c) build on things that were said by others without repeating all of it and/or d) do not give lengthy monologues.