

UNPLUGGED V

IE University

Professor: **BRENDAN FINBARR ANGLIN**

E-mail: banglin@faculty.ie.edu

Academic year: 23-24

Degree course: THIRD

Semester: 1^o

Category: **COMPULSORY**

Number of credits: 3.0

Language: English

PREREQUISITES

SUBJECT DESCRIPTION

Understanding negotiations is key not only to success in your personal and professional lives, not only key to a deeper understanding of international relations, but is in fact essential when trying to understand civilization. Dramatic? Perhaps, but no less true.

This program looks at the fundamentals of negotiating, specifically principled negotiations, and integrates the models, and ideas of negotiations with practical applications of the theory in a course spanning case study. You will learn how to break down a negotiation into a process, focus on the areas which you need to develop, and see how to improve the final result for you, and the other parties in the negotiation.

Apart from the central thread of principled negotiations you will also learn how culture can breed several varieties of negotiation styles and also the impact of a competitive negotiation style on the process – and how to deal with the obstacles presented by this short term style.

OBJECTIVES AND SKILLS

By the end of the program you will:

- Be able to identify and explain the principled negotiation style
- Develop a personal framework which you can use to understand how you should negotiate given your strengths, weaknesses and values
- Be aware of and know how to deal with some of the more common 'dirty tricks' in negotiations.
- Have built a template for how to prepare in a structured and effective way for a negotiation.
- Have begun to develop further your listening and creativity skills.
- Have had an opportunity to see the impact of emotions on a negotiation itself.

METHODOLOGY

This course is heavily practice oriented and is designed around integrating theory into a complex-multiparty international negotiation which spans the entire fifteen sessions. It involves readings outside class, some theory in the sessions, group preparation and practice in the live sessions followed by professor and peer feedback. The best way to learn about negotiations is to get involved in one, and this course aims to do this from the very beginning.

Teaching methodology	Weighting	Estimated time a student should dedicate to prepare for and participate in
Lectures	40.0 %	30 hours
Discussions	13.33 %	10 hours
Exercises	20.0 %	15 hours
Group work	6.67 %	5 hours
Other individual studying	20.0 %	15 hours
TOTAL	100.0 %	75 hours

PROGRAM

SESSION 1 (LIVE IN-PERSON)

Introduction to the course, goals, evaluation and building a foundation of trust for moving forward with the course.

Article: Six Habits of Merely Effective Negotiators (HBS R0104E-PDF-ENG)

SESSION 2 (LIVE IN-PERSON)

Negotiation Fundamentals and introduction to principled negotiations, In extremis negotiations and Negotiating Consciously. We also cover the Pexsix Process for Understanding Negotiations. In this session we also introduce the groups for the negotiation roleplay.

Article: Extreme Negotiations (HBS R1011C-PDF-ENG)

SESSION 3 (LIVE IN-PERSON)

PREPARATION 1:

CAPS Model for Preparing for Negotiations. Preparing for a complex, multiparty negotiation by understanding the wider context, actors and primary objectives of the different parties. The participants will already begin, in their subgroups, to apply this structured approach to the case study they are working with.

SESSION 4 (LIVE IN-PERSON)

PREPARATION 2:

CAPS Model for Preparing for Negotiations. Preparing for a complex, multiparty negotiation by understanding the wider context, actors and primary objectives of the different parties. The participants will already begin, in their subgroups, to apply this structured approach to the case study they are working with.

Article: Preparing For A Negotiation (Business Spotlight 6/2019) (ced)

SESSION 5 (ASYNCHRONOUS)

UNSSC Course Module 1 Negotiating consciously. Lesson 3: Exploring the personality?
Complete exercises in Negotiating Consciously Workbook - Lesson 3. Upload Completed Document/screenshots of completed elements to Asynch Activity 5 assignment.

SESSION 6 (LIVE IN-PERSON)

Opening, rapport, ground rules and starting the negotiation. This will develop the ideas related with the personalities involved, the requirements necessary for establishing the rules and process for an international, multiparty negotiation.

Article: Emotion and the Art of Negotiation (HBS R1512C-PDF-ENG)

SESSION 7 (LIVE IN-PERSON)

NEGOTIATION OPENING

Developing rapport, avoiding irritators, establishing ground rules.

SESSION 8 (LIVE IN-PERSON)

Listening and Discussion. This develops active listening techniques (especially those developed by hostage negotiators) in the context of international negotiators and builds a question policy in order to enter the negotiation better prepared to uncover hidden interests, get past red herrings and create a foundation which proposals can successfully be built on.

SESSION 9 (LIVE IN-PERSON)

Creativity and Proposals. This session goes into detail on areas related to creative solutions and also persuasion and sense making which will be directly used in the asynchronous session devoted to putting forward potential solutions in the negotiation scenario the participants are working with.

Video: Scamper and Smarties (Youtube)

SESSION 10 (ASYNCHRONOUS)

The Creation of the Proposals using Miro in groups and sharing these proposals with the other parties in the negotiation and engaging with the material they have created. Clear instructions, based on the case study, will be given in Session 9.

SESSION 11 (LIVE IN-PERSON)

This session will look at the bargaining stage of the negotiations, focused around closing the ZOPA and trade offs. This will build directly on the proposals put forward in the asynchronous session 10 and also brings in ideas such as signalling and waterbeds.

Article: Research: Being Nice in a Negotiation Can Backfire (HBS H0554J-PDF-ENG)

SESSION 12 (LIVE IN-PERSON)

Dealing with difficult negotiators brings in the ideas of Getting past No and the Power of a Positive No as well as ideas and tactics from the Negotiation Jungle to get a better grasp of how to deal with competitive negotiators in a complex scenario.

Article: Frames and Biases in Decision Making (Science 313, 684 (2006);) (ced)

SESSION 13 (LIVE IN-PERSON)

Negotiation Roleplay, bringing everything together with the goal of reaching agreement. This uses the case study in practice.

SESSION 14 (LIVE IN-PERSON)

Culture and Negotiations. This session focuses on how language, thought process, power, and trust building can change from culture to culture and how this impacts on an international negotiation.

Article: *Getting to Si, Ja, Oui, Hai, and Da* (HBS R1512E-PDF-ENG)

SESSION 15 (LIVE IN-PERSON)

FINAL EXAM

Closing, implementing and course review.

BIBLIOGRAPHY

Recommended

- G. Richard Shell. (2006). *Bargaining for Advantage*. Penguin. ISBN 0143036971
(Printed)

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EVALUATION CRITERIA

30% CONTINUOUS EVALUATION: your participation will be evaluated by your comments, and interjections during the course, attitude, collaboration, daily journaling and asynch activity.

20% Negotiation Paper (individual), lessons learned. 1000 - 1500 word paper. Details given in Session 1.

20% Final Exam. Multiple Choice

30% Group Negotiation Document. Position Paper built up over the 15 sessions incorporating preparation for the negotiation, Miro proposal session, application of ideas from the course.

Criteria	Percentage	Comments
Final Exam	20 %	
GROUP PROJECT PAPER	30 %	
CONTINUOUS EVALUATION	30 %	
NEGOTIATION PAPER	20 %	

GENERAL OBSERVATIONS

Each student has four attempts over two consecutive academic years to pass this course. For every BIR Program mandatory class aside from the IR Unplugged and BIR Electives, students are required to obtain the minimum grade of 5 required to pass the course. Students whose grade in the Final Exam (or the largest assignment) is below 5 will fail the course. The rule applies to whichever assignment carries the greatest weight to the final grade. Dates and location of the final exam will be posted in advance and will not be changed.

Students must attend at least 70% of the sessions. Students who do not comply with the 70% attendance rule will receive a 0.0 on their first and second attempts and go directly to the third one (they will need to enroll in this course again the following academic year).

Students who are in the third or fourth attempt must contact the professor during the first two weeks of the course.

The Bachelor's in International Relations pursues to develop the knowledge, skills and attitudes for bringing transformative and sustainable change in today's world. Therefore, all the courses follow the principles of sustainability and diversity. Firstly, this course considers the agenda 2030 and builds upon the Sustainable Development Goal 4, 5, 8, 16. Secondly, this course is committed to an inclusive learning environment and looks to be enriched and enhanced by diversity along numerous dimensions, including race, ethnicity and national origins, gender and gender identity, sexuality, class and religion.

ATTENDANCE

Attendance is mandatory at IE University, as it is an essential factor of IE's learning methodology. While we do closely monitor attendance in each course, we also consider our students responsible for their own agenda and commitments, as adult university students. With that in mind, each student may miss up to 30% of the sessions within a given course and still maintain the possibility of passing that given course. This 30% "buffer" is to be used for any absences, such as: illnesses, personal emergencies, commitments, official/governmental matters, business and/or medical appointments, family situations, etc. Students should manage their various needs, and situations that may arise, within that 30% buffer. If a student is absent to more than the allowed 30% of the sessions (regardless of the reason), s/he will obtain a 0.0 grade for that course in both the ordinary and extraordinary calls of the current academic year, and s/he will have to retake the course during the following academic year.

Please pay close attention to your attendance. The program strongly encourages attending 100% of the sessions as it will improve your learning outcomes, it will increase the class performance and it will benefit your participation grade. Noncompliance with deadlines for Non-Classroom Learning activities or assignments will result in an absence for the session.

Extreme cases involving emergencies such as: extended hospitalizations, accidents, serious illnesses and other cases of force majeure, are to be consulted with the Program Management (bir.madridoffice@ie.edu) for assessment of the situation and corresponding documentation, in order to support and guide each student optimally.

RETAKE POLICY

Any student whose weighted final grade is below 5 will be required to sit for the retake exam to pass the course (except those not complying with the attendance rules, whom are banned from this possibility).

Grading for retakes will be subject to the following rules:

- The retakes will consist of a comprehensive exam or equivalent assignment. The grade will depend only on the performance on this exam; continuous evaluation over the semester will not be taken into account.
- Dates and location of the retakes will be posted in advance and will not be changed.
- The exam/assignment will be designed bearing in mind that the passing grade is 5 and the maximum grade that can be attained is 8 out of 10.

PLAGIARISM / ACADEMIC HONESTY

Plagiarism is the dishonest act of presenting another person's ideas, texts or words as your own. This includes in order of seriousness of the offense:

- providing faulty sources;
- copy-pasting material from your own past assignments (self-plagiarism) without the instructor's permission;
- copy-pasting material from external sources even while citing them;
- using verbatim translations from sources in other languages without citing them;
- copy-pasting material from external sources without citing them;
- and buying or commissioning essays from other parties.

IEU students must contact the professor if they don't know whether the use of a document constitutes plagiarism. For help with your academic writing, contact the Writing Center (writingcenter@faculty.ie.edu). The professor will also advise the student on how to present said material. All written assignments must be submitted through Turn-it-in, which produces a similarity report and detects cases of plagiarism. Professors are required to check each student's academic work in order to guarantee its originality. If the originality of the academic work is not clear, the professor will contact the student in order to clarify any doubts. Students using external tutorial support should report it to the professor and the BIR Program from the moment they began receiving this support. In the event that the meeting with the student fails to clarify the originality of the academic work, the professor will inform the Director of the Bachelor Program about the case, who will then decide whether to bring the case forward to the BIR Academic Review Panel. Very high similarity scores will be automatically flagged and forwarded to the Academic Review Panel. Plagiarism constitutes a very serious offense and may carry penalties ranging from getting a zero for the assignment to expulsion from the university depending on the severity of the case and the number of times the student has committed plagiarism in the past

PROFESSOR BIO

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BRENDAN ANGLIN

Academic Director, Master in Finance & Accounting, Altamayyuz-IE

Academic Director, Negotiation Strategies, LSFR and Alturki holdings

Coordinator IE Writing Center

Coordinator IE STC Negotiations and Effective Communication Program.

Coordinator UIMP Negotiations and Communication Module (MBA)

Coordinator JCSC Negotiations Program, Irish Defence Forces

Director, Fresh Ideas International Training

Adjunct Professor: Critical Management Thinking (MIM), Managing Complexity (IMBA), Comparative Economic Systems (BBA), Negotiations (BIR). Previously: Systems and Society, Rethinking Capitalist Democracies, RAWs, Impact Lab, Presentation Skills, Professional Skills, Innovation, Art of War in Business.

Previous work experience: International Finance, AIBIFS, Irish Consular Section, Irish Embassy, Madrid.

Education: BA Economics and History, Post grad Business Administration, MA International relations. Phd candidate, Trust, negotiations and Culture.

Publications: The Negotiation Jungle, Irete: Social Science Fiction, Leadership Skills and Stories.

Awards: More than 70 awards for teaching excellence since 2016 at IE, including best professor in BBSS, BDBA, LC, IE Module and Commitment to IE Executive Education.

Favourite animal: Hedgehog.

Loves teaching.

OTHER INFORMATION

If you need to contact me about any course related issues you can arrange an appointment at : banglin@faculty.ie.edu

CODE OF CONDUCT IN CLASS

1. Be on time. Students arriving more than 5 minutes late will be marked as "Absent". Only students that notify in advance in writing that they will be late for a specific session may be granted an exception (at the discretion of the professor). Students attending online must always have their cameras on during the session or risk being marked absent.
2. If applicable, bring your name card and strictly follow the seating chart. It helps faculty members and fellow students learn your names.
3. Do not leave the room during the lecture: Students are not allowed to leave the room during lectures. If a student leaves the room during lectures, he/she will not be allowed to re-enter and, therefore, will be marked as "Absent". Only students that notify that they have a special reason to leave the session early will be granted an exception (at the discretion of the professor).
4. Do not engage in side conversation. As a sign of respect toward the person presenting the lecture (the teacher as well as fellow students), side conversations are not allowed. If you have a question, raise your hand and ask it. If you do not want to ask it during the lecture, feel free to approach your teacher after class. If a student is disrupting the flow of the lecture, he/she will be asked to leave the classroom and, consequently, will be marked as "Absent".
5. Use your laptop for course-related purposes only. The use of laptops during lectures must be authorized by the professor. The use of Social Media or accessing any type of content not related to the lecture is penalized. The student will be asked to leave the room and, consequently, will be marked as "Absent".
7. No cellular phones: IE University implements a "Phone-free Classroom" policy and, therefore, the use of phones, tablets, etc. is forbidden inside the classroom. Failing to abide by this rule entails expulsion from the room and will be counted as one absence.
8. Escalation policy: 1/3/5. Items 4, 5, and 6 above entail expulsion from the classroom and the consequent marking of the student as "Absent." IE University implements an "escalation policy": The first time a student is asked to leave the room for disciplinary reasons (as per items 4, 5, and 6 above), the student will incur one absence, the second time it will count as three absences, and from the third time onward, any expulsion from the classroom due to disciplinary issues will entail 5 absences.

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