

Syllabus  
**BAE5031 Negotiation**  
Prof. Dr. Moritz Peter

<b>Level</b>	Master	
<b>Credits</b>	3	
<b>Student Contact Hours</b>	2	
<b>Workload</b>	90 Hours	
<b>Prerequisites</b>	None. However, previous or simultaneous attendance of BAE 5142 "Strategic Procurement" is helpful and recommended.	
<b>Time</b>	s. LSF	
<b>Room</b>	s. LSF	
<b>Dates</b>	s. LSF	
<b>Lecturer(s)</b>	<b>Name</b>	Prof. Dr. Moritz Peter
	<b>Office</b>	T2.3.12
	<b>Virtual Office</b>	<a href="#">Virtual office of Prof. Peter</a>
	<b>Office Hours</b>	Wednesday, 15:30-17:00
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## Summary

Negotiations are ubiquitous. For managers, and in particular for procurement managers, strong negotiation skills are an indispensable capability to achieve their corporate and personal objectives. Thus, this course is dedicated to the acquirement of a solid negotiation skill set for selling and buying parties in international supply chains.

## Outline of the Course

Focus of this master course is the topic of negotiations in a supply chain management context.

Thus, course topics are based on the structure of an exemplary negotiation process as part of an exemplary sourcing process as part of the interaction between a buying and selling party.

Thereby,

- Pre-bargaining phase: identification of own as well as counterparty's interests; alternatives, strengths/weaknesses, etc. Set-up of a suitable negotiation strategy; assignment of appropriate roles as well as tactics for the upcoming meetings (documented by a promising negotiation play-book)
- Bargaining phase: Taking and defending the lead in negotiation meetings before eventually reaching an agreement (documented by meaningful meeting minutes)
- Closing and follow up phase: Closing or cancelling the deal in a smart way. Supervision of adherence to agreements and reaction strategies to violations of agreements (documented by contract and letter/email exchange).

## Course Intended Learning Outcomes and their Contribution to Program Intended Learning Outcomes / Program Goals

Program Intended Learning Outcomes	Course Intended Learning Outcomes
After completion of the program the students will be able...	After completion of the course the students will be able...
1 Responsible leadership in organizational contexts	
1.1 ...to demonstrate their solid knowledge of numerous relevant management principles. They are able to explain and discuss them discerningly.	... to develop negotiation strategies and apply fundamental negotiation tactics.
1.2 ...to apply management principles within an organizational context.	... to negotiate in an international business context.
1.4 ... to understand and deal with the challenges of ethics and sustainability for responsible business operations and are able to deal with them.	... to address ethics and sustainability aspects in business negotiations.
2 Creative problem solving skills in a complex business environment	
2.1 ...to recognize and define problems as well as assess their importance.	... incorporate the human psychology / human factor in negotiation preparation and execution.
2.4 ...to clarify successfully complex problems and solutions to both experts and laymen.	... to identify success factors for business negotiations.
3 Creative problem solving skills in a complex business environment	
4 Interdisciplinary and integrative work	
4.1 ...to apply their expert knowledge in the engineering and business field and to provide integrated solutions to complex tasks.	... to aim at a holistic design and optimization of corporate network processes in order to increase cross-company overall efficiency and its value.

### Teaching and Learning Approach

This course has a threefold structure: In the first phase of the course a comprehensive introduction to relevant negotiation topics is provided (by lecture). In the second course-phase small group of students work on their group assignments. In the third phase of the course the results of the group work will be presented and individual feedback will be given.

All elements relate to an exemplary procurement process that is covered in my MEM mandatory course "strategic procurement".

### Literature and Course Materials

- (1) Downloads: lecture slides and additional materials
- (2) No mandatory textbook, but a few classic recommendations:
  - Fisher, R., Ury, W. L., & Patton, B. (1991). **Getting to Yes: Negotiating Agreement Without Giving In**. New York, NY: Penguin.
  - Lewicki, R. J., Saunders, D. M., & Barry, B. (2015). **Essentials of Negotiation** (6th ed.). New York, NY: McGraw-Hill.
  - Raiffa, H., Richardson, J., & Metcalfe, D. (2002). **Negotiation Analysis: The Science and Art of Collaborative Decision Making**. Cambridge, MA: Belknap.
  - Thompson, L. L. (2009). **The Mind and Heart of the Negotiator** (4th ed.). Upper Saddle River, NJ: Pearson.
  - ... plus numerous books and articles on special interests in English & German [feel free to contact me for further recommendations]

### Assessment

Presentation and documentation of final results with individual contribution

**Grading scale:** (see SPO, allg. Teil, Neufassung vom 01.09.06, p. 20):

- 1 = excellent (pass grade) = outstanding work;
- 2 = good (pass grade) = work which is far above average
- 3 = satisfactory (pass grade) = average work;
- 4 = sufficient (pass grade) = work with shortcomings which still meets requirements
- 5 = insufficient (fail grade) = work with severe shortcomings, does not meet requirements

## **Schedule**

**(changes are unlikely, but might become necessary)**

- (1) tbd Introduction to negotiations; formation of teams; assignment(s)
- (2) tbd Workshop
- (3) tbd Workshop day
- (4) tbd Workshop day
- (5) tbd Presentation of final results

## **Code of Conduct for Students**

- Read the syllabus
- Practice fair play to your fellow students
- Print and read the abstracts/notes before the lecture/exercise and take a look at it
- Please make sure to be on time and avoid to leave the lectures/exercises early
- Contribute to a pleasant atmosphere (i.e. silence)
- Solve your exercises independently
- Raise questions if you don't understand something

[Link to the Code of Conduct for online Teaching](#)

## **Teaching Philosophy**

I do care about your learning. Therefore, helping you is an important matter to me. If you encounter problems or questions with any aspect of the course, do not hesitate to contact me. I will respond quickly and if it is necessary, we can arrange an appointment.

My main objective is the preparation of Hochschule-Pforzheim students for a successful career in the procurement and/or procurement-logistic function of international companies in various industries. In order to achieve this goal, I would like to appeal and foster the student's heart (motivation), hand (experience) and head (knowledge) through practice-oriented topics and vivid classroom interaction. Hence, if you have problems with your progress in the course or with your group please see me as early as possible. I do want you to graduate, but you must earn it!

## **Additional Information**

**Language:** English

**Learning objectives and outcomes:**

After this course, participating students should:

- demonstrate a deepened understanding of the negotiation process as part of a sourcing process/project
- be familiar with key strategies and tactics of negotiations in the context of professional buying and selling
- be able to prepare, conduct and document negotiation meetings properly as buyers and/or sellers
- understand how a negotiator can improve the outcome of a negotiation - even under difficult circumstances
- be able to react to manipulation, conflicts and threats without losing sight of original-ly intended objectives

Thus, after attending this course, students should be able to prepare and lead negotiations effectively and to close deals successfully as professional buyers or sellers.