

Leadership & Negotiation skills (EM165M42)

Program	PGE
Module / ECTS / Path / Specialisation	Module :Leadership & Negotiation skills :5 ECTS. <ul style="list-style-type: none">• Visitants
Discipline	Human Resources
Year	2019
Semester	B
Open for visitors	yes (5 ECTS)
Available places	45

Coordinator

Lecturers

Aucun intervenant pour ce cours

Course format

Working language :	English
Volume of contact hours :	27 h
Workload to be expected by the student :	108 h

Course track

Track : Attendance

"Attendance" track :

Attendance at lecture / tutorial classes and intermediate / final exams is mandatory. As evaluation of in class work constitutes an essential element of grading, any absence will be penalized and is taken into account for grading purposes (see academic rules and regulations).

"Autonomous" track :

Attendance at intermediate / final exams is mandatory, but students are free to attend lecture / tutorial classes.

For all Master programs and all other programs realized in the form of dual internships (apprentissage), attendance at lecture / tutorial classes and intermediate / final exams is entirely mandatory. Therefore, only the "Attendance" track can be selected.

Contribution of the course to the educational objectives of the programme

How the course contributes to the programme :

Description

Successful leader in today's business world should be able to create new and original ideas, put them into action and continually goes in advance with updated skills. This course focuses on how managers become effective leaders by providing you with in-depth evaluation and critical thinking on how to master and develop your internal mindsets, creative ideas, emotions and motivations, how to apply your soft skills to influence others and gain successful deals in your business negotiations. You'll learn how to integrate the best practices to create your specific leadership development plan. Using readings on the theoretical framework, working on concrete case studies and experiential activities, the course will offer you an opportunity for self-assessment and enhancement of your leadership's ability and negotiation skills

Educational organisation

In class

Lectures

Presentations

In groups

Projects

Case studies/texts

Oral presentations

Interaction

Games (educational, role play, simulation)

Role play

Discussions / debates

Assignments

Individual projects (online assignments, video,)

Specific projects / case studies

Readings

Learning outcomes

Upon completion of this course, students should be able to :

- **Demonstrate** an in-depth understanding of diverse leadership and negotiation dimensions for development
- **Apply** core concepts from various leadership and negotiation approaches to form a personal integrated leadership framework to deal with practical management issues
- **Analyze** (in a critical way) which key success factors are involved in leadership and negotiation framework
- **Enhance** performance of decision making during the leadership and negotiation process
- **Develop** innovative solutions for challenging leadership & negotiation issues

Outline

SESSION 1:
Leadership Framing

Typical leadership traits and skills
Developing leadership mindset and high motivation
Best practices of effective leadership behavior

Activities: - Leadership Styles Test
- Leadership brainstorming teamwork

Reading: Ruiz, Carlos E.; Hamlin, Robert G.; Gresch, Eric B (2017). Contemporary Perceptions of Effective and Ineffective Managerial Behavior: A 21st century case from the U.S.A., Journal of Management Policy & Practice, Vol. 18 Issue 1, p59-77. 19p.

SSESSION 2:

Innovative Leadership
Identify practices that promote creativity and innovation
Implementing tools and techniques for generating ideas and solutions
Turn problems into opportunities for growth
Create an innovative work environment

Activities: - Leadership Simulation & Teamwork

Reading: Bel, Roland (2010). Leadership & Innovation : Learning from the Best, Global Business & Organizational Excellence, Jan/Feb, Vol. 29 Issue 2, p.47-60, 14p.

SESSION 3/

Critical Thinking & Decision Making Skills
Formulate vital questions and problems
Develop Critical Thinking and decision-making techniques to set your business priorities
Using different models to make effective decisions

Activities: - Leadership Simulation & Teamwork

Reading: Kahneman, Daniel; Lovallo, Dan; Sibony, Olivier. (2011). Before you Make that Big Decision, Harvard Business Review, June, Vol.80 Issue 6, p.50-60, 11p.

SESSION 4:

Strategic & Global Leadership
Leadership Power
Develop a Strategic Leadership plan for business performance monitoring
Key Strategic Leadership Competencies
Leadership for Change
Culture & Impact on business practices

Activities: - Leadership case study & Teamwork
-Cross-Cultural role plays

Reading: Chandwani, Rajesh; Agrawal, Narendra M.; Kedia, Ben L (2016). Mindfulness: Nurturing Global Mind-set and Leadership, Thunderbird International Business Review, Nov/Dec, Vol. 58 Issue 6, p617-625. 9p.

SESSION 5:

Win-Win mindset & Negotiation Strategies
Negotiating Styles – What type of negotiator are you?
Developing Win-Win Negotiating Mindset
Building up appropriate Negotiating Strategies

Activities:
- Negotiation test
- Negotiation case & Teamwork

Reading: McCracken, Susan; Salterio, Steven E.; Schmidt, Regan N. N(2011). Do Managers Intend to Use the Same Negotiation Strategies as Partners?, Behavioral Research in Accounting, Vol. 23 Issue 1, p131-160. 30p.

SESSION 6:

Prepare before negotiation
Understanding partners' interests and characteristics
Know your BATNA and their BATNA
Mobilizing your appropriate negotiating power

Activities: Negotiation test
- Negotiation case & Teamwork

Reading: By: Górecka, Dorota; Roszkowska, Ewa; Wachowicz, Tomasz (2016). The MARS Approach in the Verbal and Holistic Evaluation of the Negotiation Template., Group Decision & Negotiation. Nov2016, Vol. 25 Issue 6, p1097-1136. 40p. DOI: 10.1007/s10726-016-9475-9.

SESSION7:

Cross-cultural Negotiation
Cross cultural communication skills in international negotiating context
Managing emotions while negotiating
Skills to create trust, respect and relations

Exercise: Cross-cultural simulation in negotiation

Reading: Van, Dinh Thi Thanh. (2009). A Comparative Study of Vietnamese and American Customer's Behavior in Negotiation Style and Implications for Global Pricing Strategy, Journal of Global Business Issues, Summer/Fall, Vol.3 Issue 2, p.25-32, 8p.

SESSION 8:

Persuasion Ethics & Team building in negotiation
Determining and Implementing Ethics in Negotiations
Models of persuasion
How to build up efficient team in business negotiation

Activities: Persuasion & Team building skills simulation in negotiation

Reading: Brett, Jeanne M.; Friedman, Ray; Behfar, Kristin (2009). How to Manage Your Negotiating Team, Harvard Business Review, September, Vol. 87 Issue 9, p105-109. 5p.

Prerequisites

Key concepts to understand :

The course aims to make more effective business decisions by improving your leadership skills and your negotiation skills with different stakeholders. The discussed content includes two fields: for leadership: how to evaluate different leadership styles and their appropriateness, how to enhance influential and persuasive leadership skills ; for negotiation: how to develop appropriate strategic plan for effective negotiations, how to deal with conflicts.

You (Students) will practice the theories through case studies, discussions, simulations, teamworks and presentations. You're thus recommended to adopt an open mindset, a positive learning attitude and empathy to maximize your learning and development.

You should read the required reading materials before starting the course. It's compulsory to read in advance all the articles and documents mentioned in the "Reading" part of each session. These readings will concern the case studies' discussions & works at class. It'll help you to save time and to become more efficient while achieving the exercises.

Teaching material

Documents in all formats

- Syllabus
- Worksheets
- Books
- Case studies

Software

- Office Pack (Word, Excel, PowerPoint, Access)

Additional electronic platforms

- Slideshows
- Videos

Recommended reading

Major works :

See other readings in the course outline part for each topic

Further reading :

- Hughes Richard L., Ginnett Robert C. & Curphy Gordy J. (2015) Leadership: Enhancing the Lessons of Experience, 8th Edition, McGrawhill Education.
- Lewicki Roy J., Sauders David M., Barry Bruce (2016) Negotiation: Readings, Exercises, And Cases, 6th Edition, McGrawhill Education.
- Collins J., Hansen M.T. (2011). Great by Choice, Copyright Material

Research works by EM Strasbourg :

Assessment

Intermediate evaluation / continuous assessment 1 :

oral (15 min) / in group / English / weighting : 50%

Intermediate evaluation / continuous assessment 2 : One week after the course

written / individual / English / weighting : 50%

Grounds for expulsion from classes

Such behaviors as...

arriving late, leaving early or unannounced leaving of the classroom during class time

disruptive eating or drinking in class

using smartphones and laptops for non class-related purposes

reading non class-related documents

chatting on non class-related issues

showing disrespect towards lecturers

... may lead to expulsion from classes.