1. Abstract

Negotiation is a permanent feature of business and everywhere in our working environment. Investment bankers make multi-billion-dollar M&A deals to create synergies on behalf of their clients. Procurement managers negotiate with the vendors to cut down the cost for the company. We always negotiated with our superiors as well as our colleagues to ask for more resources or solve conflicts. So, implicitly or explicitly, we negotiate everywhere in our daily working life and that’s why knowing how to negotiate is so important for business professionals.

Thanks to an interactive format, this workshop aims at improving participants’ analytical and interpersonal skills in negotiation, and make sure they do first things first. They will learn how to utilize their own negotiation strengths and focus on key areas of improvement. Combining lectures, interactive discussions and hands-on activities, it will enable participants to develop cutting-edge negotiation strategies and be equipped with powerful influencing and persuasion tactics.

2. Objectives

- Increasing participants’ awareness about negotiation complexity
- Making the participants better analysts of negotiation
- Enhancing participants’ negotiation skills, broadening their repertoire
- Dealing efficiently with tensions, differences, and conflicts
- Improving working relationships, with subordinates, peers, and superiors
- Making better deals and contracts, especially in international contexts
- Knowing how to really learn from experiences

3. Teaching Methods

The best way of learning things is by doing them. Therefore, in our course, practical SIMULATIONS and INTERACTIVE EXERCISES will be used to make participants EXPERIENCE the real situations by themselves. Then, DEBRIEFINGS and DISCUSSIONS will follow the simulations or exercises to make sure the participants fully understand, “digest” and absorb their experiences. At the same time, introductory and summary LECTURES will also be presented to facilitate the participants’ synthesizing their lessons learned, building structured knowledge frameworks and equipping themselves with solutions and tools for their success in the near future.
Participants will also be asked to analyze real-life business negotiations.

4. **Evaluation and Grading**

Students need to actively **PARTICIPATE** in class. Preparation of simulations before class is therefore required. Participants must not miss more than one session. Should they miss more than one, they would not qualify for credit.

Final grades will be based on **A PROFESSIONAL PROJECT (50 %)** and on **CLASS PARTICIPATION (50%)**.
**5. Course Outline**

<table>
<thead>
<tr>
<th>Session 1</th>
<th>Session 2</th>
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<tbody>
<tr>
<td><strong>Negotiation Challenges and Strategies</strong></td>
<td><strong>Negotiation Solutions</strong></td>
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<tr>
<td>- What are the three major tensions in any negotiation?</td>
<td>- Distributive/ integrative part of negotiation</td>
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<td>- What is a negotiator’s dilemma and how can it be effectively overcome?</td>
<td>- Value creation and claiming at the table</td>
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<td>- Understand the key challenges of internal and external negotiations</td>
<td>- Bottom Line, Target, ZOPA, BATNA, 1st Anchoring Effect, etc.</td>
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<td><em>Simulation: Interest Rate</em></td>
<td>- 3 skills to create innovative solutions at the table</td>
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<td>- How to bargain?</td>
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<td><em>Simulation: Sally Soprano</em></td>
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<th>Session 3</th>
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<tr>
<td><strong>Negotiation Preparation</strong></td>
<td><strong>Influencing Strategies &amp; Others</strong></td>
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<tr>
<td>- 10 trumps for effective negotiation preparation and analysis</td>
<td>- The art of influencing and value creation/claiming</td>
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<tr>
<td>- People: relationship, mandate, stakeholders map</td>
<td>- Active communication skills</td>
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<tr>
<td>- Problem: motivations, SAT &amp; SAFT, justification criteria</td>
<td>- Strategies and tactics of influencing and persuasion</td>
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<td>- Process: meeting structure, communication, logistics</td>
<td>- Creating values and increasing joint gains at the negotiation table</td>
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<td><em>Simulation: Powerscreen</em></td>
<td>- What are the distributive tactics and counter-measures?</td>
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<td>- Perception, cognition and emotion in negotiation</td>
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<td><em>Video Watching: 12 Angry Men</em></td>
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6. Biography

Ta-Wei CHAO is currently a Senior Fellow of ESSEC IRENE (Institute for Research and Education on Negotiation, ESSEC Business School) and has been the Executive Director of ESSEC IRENE ASIA (Asian Branch of ESSEC IRENE), to develop ESSEC’s practices on negotiation research and education in Asia Pacific. He has also worked as a senior executive in the higher education industry in China, to lead turnaround projects and manage daily operations. Prior to those positions, he has been a consulting manager at Accenture Taipei office.

His research and teaching works focus on “Cross-Cultural Negotiations and Conflict Management”, “Leadership and Decision-Making” and “M&A Management”. Based on his research results with ESSEC IRENE over the past years, his 2-day/ 4-module innovative training workshop "Negotiate Business Deals in China" has been launched by ESSEC, and European Commission also hosted his “Cross-Cultural Negotiation” executive workshop from 2009. His latest executive workshop “Strategic Negotiation for PE and M&A Deals” is expected to be launched soon.

Mr. Chao is a senior trainer with rich experiences of international training delivery. He was the trainer of Accenture Asian Training Centre in Kuala Lumpur, Malaysia and delivered training to the consulting professionals in Accenture. With ESSEC IRENE, he hosted executive workshops on negotiation, cross-cultural management and leadership frequently in Europe and Asia, for companies and business organizations (Faurecia, Alcatel-Lucent, MCI Group, Medtronic, Clarins, Shanghai Electric, Shanghai Pudong Development Bank, Bank of China, Bank of Singapore, Thales, Singapore Venture Capital and Private Equity Association, French Chamber of Commerce and Industry in Hong Kong, etc.), public organizations (European Commission, French Ministry of Foreign Affairs, Singapore’s Ministry of Foreign Affairs, Taiwan’s Ministry of Economic Affairs, China’s State-owned Assets Supervision and Administration Commission, etc.), and higher education institutions (ESSEC, ENA, Sciences Po Paris, Centrale, ENPC, Mannheim Business School, Indian Institute of Management, Arabian Gulf University, National University of Singapore, Fudan University, National Taiwan University, Zhejiang University, Shanghai Administration Institute, etc.)

With Accenture, Mr. Chao also accumulated different project experiences in management consulting area which includes supply chain management, customer relationship management, strategic sourcing, outsourcing feasibility study, shared service planning, business process reengineering and IT implementation. The industry exposure includes high-tech, retailing, logistics, transportation, telecommunications and government.
Mr. Chao is the editor of the Chinese version (Published by Peiking University Press in 2012) of "Méthode de négociation - On ne naît pas bon négociateur, on le devient", which is a best-selling book in the French speaking world. He has also appeared in several media interviews with: Le Monde (France), Channel 8 (Singapore), Strait Times (Singapore), China Business News (China), The Economic Observer (China), Singapore Business Review (Singapore), etc.

Mr. Chao obtained his master degree in transportation engineering and bachelor one in civil engineering from National Taiwan University. Chinese and Taiwanese are his mother tongues. He can also speak English and French.
7. Bibliography

Main Readings


Complementary Readings


Callières, François de -. *De la manière de négocier avec les souverains*. Genève: Droz, 2002.


