

Negotiating Beyond the Obvious: Capturing the Systemic Nature of Complex Negotiations

GNAM2021: Online Course

General Description

In world that dramatically changes its business patterns, in a world that VUCA became a known term also to junior managers, in a world that “Power” and “Winning” have mainly a contextual meaning, applying classic “win-win” negotiation theories will fall short of delivering satisfactory results.

Based on the unique NEGOSYSTEM™ model, this course is designed as an intensive online workshop which provides students with conceptual frameworks and operational tools to understand and design effective negotiation processes in a complex business environment.

In a unique course design involved SKOLKOVO faculty and Russia’s international business leaders, the course will address issues such as negotiating in power imbalance, negotiating in a low-to-no trust environment, leveraging media, technology and social-networks in negotiations, role of culture, and psychological tactics in complex negotiations.

Learning Objectives

1. Understanding the nature of human dynamic systems, and the foundation of complexity and system thinking;
2. Learn the differences between Deal Making and Conflict negotiations;
3. Acquire operational tools to manage the resolve conflicts;
4. Diagnose and analyse the human factor in negotiations;
5. Identify and further develop their own negotiation style;
6. Adopt a structured preparation process;
7. Practice a cooperative negotiation strategy
8. Learn how to deal with power dynamics in negotiations
9. Apply tools and concepts to your daily real-life negotiations
10. Work with peers from all over the world, and build a unique network to support your future.



Course Structure

Four different educational tracks will provide students a comprehensive learning experience:

Online Synchronized Sessions

(* Due to the different time zones each synchronized session will be offered twice)

Asynchrony Learning,

Including online simulations, additional knowledge, international resources, and content videos.

Speaker's Corner

Russian prominent business leaders and entrepreneurs who will share their complex negotiation experiences

Faculty's Club

An opportunity to informally meet leading SKOLKOVO faculty and Alumni

The CANVAS digital learning platform will include additional scholarly and educational knowledge in the fields of Complexity and System Thinking, Conflict Management and Resolution, Negotiations and Communication.

First Module: Understanding Complexity March 15th, 2021

Asynchrony learning (Pre reading):

- | | | |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------|----------|
| 1. Complete personal introductory questionnaire | 10 min | 1.5 Hour |
| 2. Watch "System Thinking – An Overview" | 10 min | |
| 3. Watch "Introduction to VUCA world" | 10 min | |
| 4. Read "Negosystem: A Brief" | 30 min | |
| 5. Read: <i>Cristal, Moty. (2003). Negotiating under the Cross: The Story of the Forty Day Siege of the Church of Nativity. International Negotiation. 8. 549-576.</i> | 30 min | |

Meet & Greet, Sunday, March 14th (Time TBC)

- Mutual introduction of students and team/Country show-case
- Presentation of program flow,
- Setting up expectations and assignment to groups



Bring your own drinks...

Online
Time

1 Hour

Synchronic Session #1

Session A: Monday, March 15th (Session #A 10am msk)

Session B: Monday, March 15th (Session #B 18pm msk)

- Prof. Moty Cristal: Introduction to Complexity and System Thinking
- Prof. Moty Cristal: The essence of Negotiation Systems (Negosystem™)
- Prof. Kristina Aloyan: Introduction to Social Network Analysis

Online
Time

1.5 Hour

Asynchrony learning:

- | | | |
|-----------------------------------------------------------------------------------|--------|----------|
| 1. Groupwork: Complete a stakeholders' map (using MIRO platform) | 60 min | 1.5 Hour |
| 2. Watch Moty Cristal discussing the concept of Power in negotiations | 30 min | |

Speaker's Corner «Global Thinking»

- Russian philanthropist, "Managing business complexities" (Session #A 11.30am msk)
- Ex-vice Mayor for Economy of Russia, "Personal change in global education" (Session #B 19.30 msk)

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(*confirmed list of faculty and alumni will be published by February 28)

Second Module: Power in Negotiations March 16th, 2021

Synchronic Session #2

Session A: Monday, March 16th (Session #A 10am msk)

Session B: Monday, March 16th (Session #B 18pm msk)

- Prof. Moty Cristal: Reviewing Stakeholders' Map
- Prof. Moty Cristal: Power game simulation

Online
Time

1.5 Hour

Asynchrony learning:

- | | |
|---------------------------------------------------------------------------|--------|
| 3. Watch Moty Cristal speaking about the principles of coalition building | 15 min |
| 4. Groupwork: <i>Kachkanar</i> industrial conflict simulation | 90 min |

1.75 Hour

Speaker's Corner «Globality»

International expert, "Conflict resolution in oil industry"

(Session #A 11.30am msk)

International expert, "OPEQ case"

(Session #B 19.30 msk)

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Third Module: Multiparty and Multicultural Negotiation, March 17th, 2021

Asynchrony learning (Pre reading):

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|-------------------------------------------------------------------------------------------|--------|
| 1. Watch Prof. W.Uri, author of Getting to Yes, talking about “Interests” | 3 min |
| 2. Watch Moty Cristal talking about interests vs. positions | 20 min |
| 3. Watch Moty Cristal talking about basic psychological profile | 15 min |

35 Min

Synchronic Session #3

Session A: Monday, March 17th (Session #A 10am msk)

Session B: Monday, March 17th (Session #B 18pm msk)

- Prof. Marat Atnashev: *Kachkanar*: from simulation to Case Study
- Prof. Michal Szymanski: Multicultural team negotiations;

Online
Time

1.5 Hour

Speaker's Corner «Digital Business»

Yandex

(Session #A 11.30am msk)

Sberbank

(Session #B 19.30 msk)

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Forth Module: Confrontation and Cooperation, March 18th, 2021

Synchronic Session #4

Session A: Monday, March 18th (Session #A 10am msk)

Session B: Monday, March 18th (Session #B 18pm msk)

- Prof. Moty Cristal: Deal Making vs. Conflict Negotiations
- Prof. Moty Cristal: OPEQ simulation

Online
Time

1.5 Hour

Asynchrony learning

- | | |
|-----------------------------------------------------------------|--------|
| 1. Watch Moty Cristal presenting structured content preparation | 15 min |
| 2. Watch Moty Cristal on how to generate a “win-win” outcome | 20 min |
| 3. Groupwork: <i>Altair Ventures</i> simulation | 90 min |

2 Hours

Speaker's Corner «Public and Policy»

Russian Politician

(Session #A 11.30am msk)

Russian Politician

(Session #B 19.30 msk)

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Fifth Module: Putting all together, March 19th, 2021

Synchronic Session #5

Session A: Monday, March 19th (Session #A 10am msk)

Session B: Monday, March 19th (Session #B 18pm msk)

- Prof. Moty Cristal: *Altair Ventures* debrief
- Prof. Moty Cristal & Prof. Marat Atnashev: Putting all together
- Prof. Moty Cristal & Prof. Marat Atnashev: Q&A session

Online
Time

1.5 Hour

Speaker's Corner «Education landscape»

SKOLKOVO business school

(Session #A 11.30am msk)

SKOLKOVO business school

(Session #B 19.30 msk)

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Farewell Party, Friday, March 20th (Session #A 10am msk)

Farewell Party, Friday, March 20th (Session #B 18pm msk)



Bring your own drinks...

Online
Time

1 Hour