



TEACHING GUIDE COURSE 2026-2027

Description:

For a manager or entrepreneur in the fashion world, negotiation is a fact of life. The negotiation process is an integral part of our day-to-day activities with people inside and outside the organization, whose cooperation is essential to attain our goals. The special Seminar on Negotiation will focus on negotiation as an integral part of the managerial process.

Soon, most of you will either be embroiled in the struggles of the hypercompetitive corporate arena or will be toiling hard in pursuit of your entrepreneurial dreams. In either case you will be spending a huge percentage of your working life negotiating – negotiating with suppliers, with customers, with peers, with subordinates, with partners, with regulatory authorities....and the list goes on. The proposed Negotiation seminar aims at helping you build your own, personal model of negotiation by making you critically reflect on your strengths and weaknesses as a negotiator, through intensive simulation exercises. What we will do is to formalize your negotiation experiences, and to take some time out to think critically about your intuitive response to negotiation challenges. This will allow us to establish a framework that will help you increase your learning every time you are involved in a new negotiation.

- **Degree:** Executive Master in Fashion Business Administration
- **Module in the Degree Program:** Applied Module / Negotiation
- **ECTS:** 1,5
- **Course:** 1
- **Type:** Obligatory
- **Instructors:** Prof.Kandarp Mehta
- **Language:** English
- **Aula:** 3

SKILLS

CG01 – Development of a problem-solving approach; becoming accustomed to thinking critically and proposing creative solutions to problems.

CG02 - Identification and effective handling of information relevant to the work. Exhaustive management of information sources within the fashion industry and gathering of data, contrasting them with different situations.

CG03 – Development of personal skills for management: prioritizing objectives, programming activities in an appropriate manner and executing them within the foreseen period, revealing a capacity for criticism, reflection, time management, sensitivity to human diversity, in different situations and in different cultures, as well as an ability to continue learning through experience.

CG04 - Achieving effective performance in teamwork environments. Developing the ability to foster an environment of collaboration, communication and trust among team members, as well as diagnosing, facing and resolving interpersonal conflicts without damaging personal relationships.

CG05 – Listening to and conveying ideas effectively, using the appropriate channel at the right time, basing your observations and conclusions on specific data.

CG06 - Reaching satisfactory agreements for the parties involved, and discovering or creating elements that generate an added-value dimension for the relationship.



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CG07 - Develop initiative and entrepreneurial behavior capabilities, initiating and promoting the necessary changes with energy and personal responsibility.

CG08 - Acquiring new knowledge, modifying habits and being open to change.

CG09 - Recognizing and addressing the ethical and social responsibility dilemmas in an appropriate manner, applying deontological principles and organizational values to the situations and options that are presented.

CG10 - Developing business leadership, not only as a matter of knowledge, technology or charisma, but becoming aware that it also feeds on generosity, creativity, enthusiasm and the example of one's own behavior, as well as an ability to create a climate of trust among collaborators.

CB6 - Possessing and understanding knowledge that provides a basis or opportunity to be original regarding the development and/or application of ideas, often within a research context.

CB7 - Students should know how to apply the knowledge acquired and have an ability to solve problems in new or unfamiliar environments within broader (or multidisciplinary) contexts relating to their area of study.

CB8 - Students should be able to integrate knowledge and face the complexity of making judgments based on information that, being incomplete or limited, includes reflections on the social and ethical responsibilities linked to the application of their knowledge and judgments.

CB9 - Students should know how to communicate their conclusions and knowledge and the ultimate reasons that underpin them to specialized and non-specialized sections of the public in a clear and unambiguous way.

CB10 - Students should have the learning skills that allow them to continue studying in a way that is largely self-directed or autonomous.

CE06 - Identify, in the fashion industry, the specific problems of small and medium-sized companies that are not very professional.

CE07 - Acquire knowledge and skills relating to the analysis, design and evaluation of company policies, in changing environments, to satisfy the interests of its clients and other stakeholders, including criteria such as sustainability, globalization and corporate social responsibility.

CE09 - Acquire a global vision of the fashion industry and the functioning of its market: to understand fashion as a sector of activity subject to progressively shorter cycles, one that struggles to adapt to a complex consumer in which decisive factors - aesthetic, sociocultural, anthropological, emotional - have to be known in depth (segmentation, behavior, trends).

CE10 - Design a commercial strategy, in constantly-changing contexts, in which the following play a key role: commercial research, consumer behavior, the portfolio of company brands, the distribution process and business plans.

PROGRAM

Negotiation is an essential aspect for any human activity in which there is a relationship with other people. This module aims to provide students with the learning and practice required regarding the basics of correct negotiation.

In addition to the development of negotiation skills during the course through negotiation practice, the objective of the course is for students to learn how to learn from their own experiences.

Solving problems and practical issues relating to the subject.

It is divided into 6 sessions:

Objectives



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The Module focuses on

- Elements of a Negotiation Model
- Principles of Negotiation
- Process of Negotiation.

Introduction to the negotiation model

- Negotiation as Managing Skill

Principles of Negotiation

- How to prepare and manage a process of Negotiation depending on the situation (competitive as collaborative).
- How to manage competitive negotiation?

The Competitive-Collaborative Tension in negotiations

- Co-opetition. How to manage a collaborative negotiation?

Creative negotiations

- Process of Negotiation and Preparation.
- How to derive creative solutions in a Negotiation.

Team Negotiations

- Dynamics of a Team Negotiation and Key Strategies.

Integrating Competitive & Collaborative Strategies

- Managing Deadlocks and multivariable negotiations.

EDUCATIONAL ACTIVITIES

Training Activities

- Face-to-face classes
- Teamwork
- Guided projects
- Tutorials
- Personal study
- Assessment

Teaching Methodologies

- Face-to-face classes
- Implementation of practical exercises
- Student's study based on different sources of information
- Implementation of off-campus work
- Elaboration of reports

ASSESSMENT



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ORDINARY CALL

- **Active Participation in class: 40%.** The evaluation will depend on the success of their contributions, as well as the logic and substance of their reasoning notes. Any contribution, successful or not, will always be valued more highly than no contribution at all.
- **Business Problems Resolution: 30%** Business cases resolution solved during the relevant sessions. As a conclusion, each student should write a journal for each of the negotiation exercise covering the following questions:
 - 1. What worked for you during the negotiation exercise?
 - 2. What did not work for you during the negotiation exercise?
 - 3. Identify some areas of improvement for future.
- **Individual Assignment: 30%** Write an essay on your Personal Negotiation Model. Maximum 600 words.

EXTRAORDINARY CALL

Those who don't pass the ordinary Call with a minimum of 5 points would go to the Extraordinary Call, which consists of individual work that will account for 100% of the Grade.

OFFICE HOURS

At the request of the student, the most convenient tutorial times shall be arranged.

- kmehta@iese.edu

BIBLIOGRAPHY AND RESOURCES

Cases and technical notes

Material handed over in class