

Syllabus
BAE3270 Management Methods II
Prof. Dr. Moritz Peter
Winter Semester 2021/22

Level	Bachelor	
Credits	4	
Student Contact Hours	2	
Workload	120 Hours	
Prerequisites	None. However, previous or simultaneous attendance of BAE 2121 “Logistics-1” is helpful and recommended.	
Time	13:45 – 17:00	
Room	s. LSF	
Dates	06.10.2021 13.10.2021 20.10.2021 27.10.2021 17.11.2021 15.12.2021 19.01.2022	
Lecturer(s)	Name	Prof. Dr. Moritz Peter
	Office	T2.3.12
	Virtual Office	Virtual office of Prof. Peter
	Office Hours	Wednesday, 17:15 - 18:45
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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.

Outline of the Course

Course topics follow the structure of an exemplary negotiation process:

- 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 playbook)
- 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

	Learning results	Contribution
1.3	Students demonstrate key knowledge in Business Administration.	Introduction to and communication of concepts and methods for the management of information and material flows across functional and company borders.
3.1	Students are able to apply analytical and critical thinking skills to complex problems.	The focus is the transformation of limited thinking and dealing confined to one's own company, processes and results to a holistic view/planning/optimisation to achieve overall process optimum.
7.1	For specific cases students demonstrate their ability to understand and design cross-functional as well as cross-company business processes in a global context.	The aim is a holistic design and optimisation 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.

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

Approximately 30 minutes presentation of final results and documents 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

06.10.2021

13.10.2021

20.10.2021

27.10.2021

17.11.2021

15.12.2021

19.01.2022

Academic Integrity and Student Responsibility

N/A

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

Learning objectives and outcomes:

After this course, participating students should:

- demonstrate a deepened understanding of the negotiation process
- be familiar with key strategies and tactics of negotiations
- be able to prepare, conduct and document negotiation meetings properly
- 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.

Language: English