



# Indraprastha College for Women University of Delhi

## Work Plan for ODD SEMESTER – 2026

|                    |                                |
|--------------------|--------------------------------|
| Course Name:       | Skill Enhancement Course (SEC) |
| Paper Title:       | Negotiation and Leadership     |
| Unique Paper Code: | 2416000003                     |
| Semester:          | V                              |
| Faculty:           | Ms Pavani Tyagi                |
| Year:              | 2026-27                        |

| Work Plan      |                                                                                                                       |              |                                                                                                                                                                                                                                                                                                                                                                                                         |
|----------------|-----------------------------------------------------------------------------------------------------------------------|--------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Unit / Weeks   | Learning Objective                                                                                                    | Activity No. | Activity / Topics Covered                                                                                                                                                                                                                                                                                                                                                                               |
| I – Weeks 1–2  | Develop foundational understanding of negotiation and distinguish effective, collaborative and win-win approaches.    | Activity 1   | Negotiation Fundamentals Lab: Case-based negotiation diagnostic covering key concepts and core vocabulary of negotiation, deal-making and dispute resolution; identify assumptions and biases that act as barriers to effective negotiation; analyse collaborative approaches, risks and opportunities for win-win outcomes. Students conduct a short paired negotiation and reflect on their approach. |
| I – Week 3     | Use the Negotiation Canvas to prepare systematically for a negotiation and distinguish positions from interests.      | Activity 2   | Negotiation Canvas Workshop: Students prepare a complete Negotiation Canvas for a given case, mapping relationship, alternatives, legitimacy, options and interests, and then distinguish positions from underlying interests. Conclude with a brief negotiation-preparation pitch.                                                                                                                     |
| II – Weeks 4–5 | Identify critical moments in negotiation and apply appropriate approaches to manage them.                             | Activity 3   | Critical Moments Simulation: Students participate in staged negotiation scenarios involving different negotiation approaches and turning points that can make or break a deal. They identify critical moments, diagnose what caused them and practise strategies for managing them.                                                                                                                     |
| II – Weeks 6–7 | Demonstrate effective communication, empathy, trust-building and constructive relationship management in negotiation. | Activity 4   | Communication & Relationship Building Lab: Role-play involving active communication and relationship-building. Students practise understanding the other party's psychology and interests, building trust and empathy, using                                                                                                                                                                            |

|                   |                                                                                                                                  |            |                                                                                                                                                                                                                                                                                                                                                   |
|-------------------|----------------------------------------------------------------------------------------------------------------------------------|------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                   |                                                                                                                                  |            | unconditionally constructive behaviours, and overcoming communication barriers, difficult behaviours and information asymmetry.                                                                                                                                                                                                                   |
| III – Weeks 8–9   | Apply principles of value discovery, creation and claiming while recognising trade-offs, mutual gains and distributive dynamics. | Activity 5 | Value Creation & Claiming Negotiation: Paired/team negotiation simulation requiring students to discover, create and claim value. Debrief covers value division, trade-offs, mutual gains, contingencies, distributive bargaining, equitable solutions and ZOPA (zone of possible agreement). Students identify biases/enemies of value creation. |
| III – Weeks 10–11 | Apply strategies for negotiations involving multiple issues, stakeholders, power differences and difficult behaviours.           | Activity 6 | Complex Multi-Party Negotiation Lab: Team-based simulation involving several issues and stakeholders, including powerful parties and difficult behaviours. Students apply strategies for complex negotiations and use Hofstede's Culture dimensions to reflect on how cultural differences may affect the negotiation.                            |
| IV – Weeks 12–13  | Evaluate alternatives and use BATNA to make informed decisions during negotiation.                                               | Activity 7 | BATNA & Alternatives Lab: Students identify and evaluate BATNA, alternative options/offers, and their own and the other party's alternatives for a negotiation case. They rank alternatives, decide reservation/decision points and justify whether to continue negotiating or pursue an alternative.                                             |
| IV – Weeks 14–15  | Assess legitimacy, decide when to agree or walk away, build commitment and translate an agreement into execution.                | Activity 8 | Legitimacy, Commitment & Execution Simulation: Final negotiation exercise in which students assess the legitimacy of proposed terms, decide when to say yes or walk away, secure commitment from all parties, and develop a step-by-step plan from negotiated agreement to execution.                                                             |

| Unit | Contents/Syllabus                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
|------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| I    | <p>(3 Weeks)</p> <p>Negotiation Fundamentals: Key concepts and core vocabulary of negotiation process, deal-making and dispute resolution, assumptions and biases that are barriers to effective negotiation, collaborative approaches, risk &amp; opportunities to achieve win-win outcomes.</p> <p>Negotiation Canvas: Introduction of a framework for negotiation preparation and how to use it, elements of negotiation canvas i.e. relationship, alternatives, legitimacy, options, interests among others, difference between position and interests.</p>                                                                                                                 |
| II   | <p>(4 Weeks)</p> <p>Managing critical moments: Types of negotiation approaches used by negotiators, critical moments that can make or break the deal, how to identify these critical moments, strategies to manage critical moments in the negotiation.</p> <p>Effective Communication and Relationship Building: Role of communication and relationship in negotiation, understanding the other party's psychology to understand their interests, build trust and improve the scope of the negotiation, unconditionally constructive behaviours, methods of building trust and empathy, overcoming communication barriers, difficult behaviours and information asymmetry.</p> |

|     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
|-----|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| III | <p>(4 Weeks)</p> <p>Discovering, creating and claiming value: Methods of value discovery during negotiation, how is value divided and claimed between the negotiating parties? What are the tradeoffs, mutual gains and contingencies?, Concept of distributive bargaining, equitable solutions, and ZOPA (zone of possible agreement), biases and enemies of value creation.</p> <p>Complex Negotiations: Strategies for negotiations that are not straightforward, involve several issues, include multiple stakeholders, and/or involve powerful parties, Hofstede's Culture dimensions, Dealing with people with difficult behaviours.</p> |
| IV  | <p>(4weeks)</p> <p>Managing Alternatives</p> <p>Concept of BATNA (Best Alternative to Negotiated Agreement), Methods to evaluate alternative options/offers, Management of one's alternatives and other party's alternatives during negotiation.</p> <p>Legitimacy and Building Commitment</p> <p>When to say yes to agreed terms, and when to walk away, Criteria for decision-making on negotiated terms, Assessment of the legitimacy of negotiated terms, Leading all parties to en to the negotiated agreement, Steps from plan to execution</p>                                                                                          |

| S. No. | Name of Authors/Books/Publishers                                                                                       |
|--------|------------------------------------------------------------------------------------------------------------------------|
| 1.     | Getting to Yes: Negotiating Agreement Without Giving in by Roger Fisher, William Ury, and Bruce Patton. Penguin Books. |
| 2.     | Difficult Conversations: How to Discuss What Matters Most by Douglas Stone, Bruce Patton, Sheila Heen. Penguin Books.  |
| 3.     | Value Negotiation: How to Finally Get the Win-Win Right by Horacio Falcão. Pearson Education.                          |
| 4.     | The Seven Myths of Win-Win Negotiations, by Horacio Falcão.                                                            |
| 5.     | Control the Negotiation before it begins by Deepak Malhotra.                                                           |

| Paper Components  |             |                |               |
|-------------------|-------------|----------------|---------------|
| Credits           | Lecture (L) | Tutorial (T)   | Practical (P) |
| 2                 |             |                | 2             |
| Assessment Scheme |             |                |               |
| S.No.             | Component   | Marking Scheme | Total Marks   |

|   |                                                        |                                                                                            |    |
|---|--------------------------------------------------------|--------------------------------------------------------------------------------------------|----|
| 1 | Activity 1 – Negotiation Fundamentals Lab              | Continuous practical/lab performance, participation, preparation, execution and reflection | 10 |
| 2 | Activity 2 – Negotiation Canvas Workshop               | Continuous practical/lab performance, participation, preparation, execution and reflection | 10 |
| 3 | Activity 3 – Critical Moments Simulation               | Continuous practical/lab performance, participation, preparation, execution and reflection | 10 |
| 4 | Activity 4 – Communication & Relationship Building Lab | Continuous practical/lab performance, participation, preparation, execution and reflection | 10 |
| 5 | Activity 5 – Value Creation & Claiming Negotiation     | Continuous practical/lab performance, participation, preparation, execution and reflection | 10 |
| 6 | Activity 6 – Complex Multi-Party Negotiation Lab       | Continuous practical/lab performance, participation, preparation, execution and reflection | 10 |
| 7 | Activity 7 – BATNA & Alternatives Lab                  | Continuous practical/lab performance, participation, preparation,                          | 10 |

|   |                                                               |                                                                                                              |    |
|---|---------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------|----|
|   |                                                               | execution and<br>reflection                                                                                  |    |
| 8 | Activity 8 – Legitimacy, Commitment<br>& Execution Simulation | Continuous<br>practical/lab<br>performance,<br>participation,<br>preparation,<br>execution and<br>reflection | 10 |
|   | Total Continuous Assessment                                   | 8 laboratory<br>activities × 10 marks                                                                        | 80 |