

Advanced Negotiation [L5M11]

Target Audience: Provides senior buyers, contract and supply chain managers with the expertise to improve organisational procurement and to fulfil organisational objectives. It gives you the knowledge base to reduce cost, improve quality and timescales, manage the supply chain and deal with legal issues

Hours: 60 Hours

Pre-requisite: You will need to have achieved the CIPS Level 4 Diploma in Procurement and Supply.

1.0 Understand the key stages which impact on the negotiation process and outcomes

1.1 Analyse pre-negotiation and the associated preparation that should be made

- Who is to negotiate – team vs. individual – advantages vs. disadvantages
- The venue, intelligence gathering, clear objectives, strategy and tactics, rehearsal
- Negotiation agenda – advantages vs. disadvantages

1.2 Examine negotiation and the associated strategies, tools and techniques

- Specialist tools of negotiation
- Framing an agenda
- Questions to elicit information and apply pressure
- Concessions to secure movement
- Reciprocated concessions
- Understanding the personalities of one's opponents and their motivational drivers
- Deadlocked negotiations
- The effects of lengthy negotiations, tiredness and concentration
- Concluding the negotiation, planning, agreements, benefits and value added

1.3 Examine post-negotiation actions

- Clear agreements
- Selling the agreements to stakeholders
- Implementing agreements, planning, contracts, joint implementation teams, performance reviews and continuous improvement
- Establish monitoring procedures

2.0 Understand negotiation relationships and ethics

2.1 Assess the changing relationships within the negotiation process

- Honesty and working relationships
- Build mutual trust
- Assess the situation
- Place negotiation in the long-term context

2.2 Analyse ethics and its influence on the negotiation process

- Positional negotiation
- Principled negotiation
- Separate the people from the problem
- Identify options for mutual gain – win-win
- Sharing of information and data
- Cultural factors
- Bribery, corruption and fraud

3.0 Understand methods and behavioural factors which can influence others

3.1 Assess methods to influence individuals and groups

- Building networks of trust and influence
- Creating alliances
- Identifying and dealing with conflict and resistance
- Managing ambiguity and uncertainty

3.2 Assess the behavioural factors that might influence

individuals

- Attitudes and responses
- Motivation
- Groups vs. informal organisations
- Leadership style and systems management
- Consultation and participation
- Empowerment
- Organisational structure