

Diploma in Public Management

Leading & Negotiating in Times of Change

DPDIIPMG02-1 - Annual 2023

COURSE SYLLABUS

1. GENERAL OBJECTIVES

- Understand that leadership in times of change...
 - involves planned, systematic action aimed at generating sustained progress
 - impacts the entire system of work
 - leading change versus managing personal transitions
- Provide tools to...
 - understand the power relationships within organizations
 - develop leadership, negotiation, conflict and crisis management skills, applicable in the workplace.

2. SPECIFIC OBJECTIVES

- Reflect on your leadership skills in times of change.
- Improve your ability to deal with conflict situations.
- Enrich conflict situations analysis and forms of communication used.
- Increase your ability as a formal and informal negotiator in the work context
- Plan and implement a crisis management model
- Establish a personal and individual action plan that facilitates the immediate incorporation of the knowledge acquired in this course into your daily work.

3. COURSE CONTENT

- Leading in times of change: turning theory into practice.
 - Change Management
 - Conflict Resolution
 - The Impact of change
 - Change vs. Transition
 - The Challenge of Communicating Change
 - Why does change fails?
 - Change Management Toolkit - Part I
 - The First 90 days
- Negotiation management.
 - Introduction to Negotiation
 - Negotiation Power
 - Negotiation planning
 - Negotiation Limits
 - Negotiation Strategy & Tactics
 - Crisis Management

- Case Study
 - The Vital Health IT Project
 - The MIT Case
 - The Chemical Plus Case
 - The Procurement case
 - The Office Furniture Store Case
 - The Union Negotiation Case
 - The Recycling Plant Case

4. EVALUATION

- Papers Reading – 30%
 - There will be a few papers to read and provide a one page summary
- Personal Log Report – 40%
 - The personal log will be developed throughout the classes of this course and it will be presented as a report at the end of the course
- Participation in class – 30%

5. BIBLIOGRAFY

- Leading Change, why transformation efforts fail, John Kotter, HBR, 1995
- “Sí... ¡de Acuerdo! Cómo Negociar sin Ceder”, Roger Fisher, William Ury, Bruce Patton, Bogotá, Editorial Norma, 2009.
- Jaime García, Carlos Sanhueza. Inteligencia Relacional y Negociación: Una Nueva Forma de Relacionarse. Santiago, Ediciones B Chile, septiembre 2013.
- “Negociación: El Arte de Capturar Valor y Defender la Relación”, Cristian Binimelis, Sebastián Conde, Andrea Perry. Centro Ingeniería Organizacional, primera edición 2017, segunda edición 2022.
- “Los Caminos de la Negociación: Personas, Estrategias y Técnicas”, Franc Ponti, Ediciones Gránica, 2011.
- The First 90 days, Michael Walkins, HBR, 2001