Your ability to negotiate can make or break your company’s success—and your career. Develop psychological insights and practical skills needed to bargain more effectively, make better decisions on the spot, and consistently deliver results.

This program will help you:

- Improve your performance in a range of competitive transactions
- Become a skilled representative your organization can trust with critical partner, vendor, client, investor, and other important negotiations
- Realize better outcomes by increasing your effectiveness at the negotiating table
- Build relationships and close deals that create more value for all parties—while maximizing results for your side
- Create advantage through better decision-making, both individually and throughout your organization
- Recognize and overcome obstacles to rational decision-making
- Craft competitive and cooperative business strategies
- Predict the outcomes of strategic interactions
- Expand your personal and professional network

WHAT YOU WILL LEARN

Through hands-on exercises and simulations, you will test and develop your personal skills as a negotiator and decision-maker. Complementary case studies, faculty presentations and discussions will add to your repertoire of techniques. Topics include:

- Understanding your own habits of thought, assumptions, and gut instincts
- Comparing rational versus intuitive decision-making strategies and avoiding common decision-making mistakes
- Applying decision-making psychology, including insights from behavioral economics, behavioral decision research, and behavioral finance
- Building your negotiating team and fostering effective teamwork, both on your side and across the table
- Preparing for the negotiation, executing, and analyzing outcomes
- Managing parallel negotiations and participating in auctions
- Controlling emotionally charged situations
- Adapting as the interests and goals of the parties change during the negotiation
- Transferring your knowledge of negotiating and decision-making to colleagues and improving results company-wide

WHO SHOULD ATTEND

Executives who engage in activities such as business development, strategic alliances and business partnerships, dispute resolution and consensus building, procurement and purchasing, finance, consulting, and sales.

This program is part of the Certificate of Management Excellence (CME). To earn this certificate, complete three select topic-focused programs in 36 months.
ADMISSIONS

We admit candidates to specific sessions on a rolling, space-available basis, and encourage you to apply as early as possible. Although most programs have no formal educational requirements, admission is a selective process based on your professional achievement and organizational responsibilities.

FOR MORE INFORMATION

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<thead>
<tr>
<th><strong>SUNDAY</strong></th>
<th><strong>MONDAY</strong></th>
<th><strong>TUESDAY</strong></th>
<th><strong>WEDNESDAY</strong></th>
<th><strong>THURSDAY</strong></th>
<th><strong>FRIDAY</strong></th>
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<tr>
<td><strong>Please Note:</strong> This sample schedule is intended to be representative of the program structure and content. Timing and session topics are illustrative and subject to change.</td>
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<td><strong>6:30–8:30 AM</strong>&lt;br&gt;Breakfast</td>
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<td><strong>8:45–10:30 AM</strong>&lt;br&gt;Negotiation Debrief</td>
<td><strong>9:00–10:15 AM</strong>&lt;br&gt;Negotiation Exercise</td>
<td><strong>9:00–10:45 AM</strong>&lt;br&gt;Negotiating in the Face of Resistance to Change</td>
<td><strong>9:00–10:30 AM</strong>&lt;br&gt;Bidding on Large Contracts</td>
<td><strong>9:00–10:15 AM</strong>&lt;br&gt;Negotiation Roleplay</td>
<td><strong>6:30–8:30 AM</strong>&lt;br&gt;Breakfast</td>
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<td><strong>8:00 AM–4:00 PM</strong>&lt;br&gt;Check-In and Registration</td>
<td><strong>10:30–10:45 AM</strong>&lt;br&gt;Break</td>
<td><strong>10:45 AM–12:15 PM</strong>&lt;br&gt;Why Our Decisions Get Derailed and How to Stick to a Plan</td>
<td><strong>10:45 AM–12:15 PM</strong>&lt;br&gt;Negotiation Debrief</td>
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<td><strong>10:30–10:45 AM</strong>&lt;br&gt;Break</td>
<td><strong>12:15–1:30 PM</strong>&lt;br&gt;Lunch</td>
<td><strong>10:45 AM–12:15 PM</strong>&lt;br&gt;Adapting to Change</td>
<td><strong>10:15–10:30 AM</strong>&lt;br&gt;Break</td>
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<td><strong>12:15–1:30 PM</strong>&lt;br&gt;Lunch</td>
<td><strong>1:30–2:45 PM</strong>&lt;br&gt;Two-Party Negotiation Roleplay</td>
<td><strong>1:30–3:00 PM</strong>&lt;br&gt;Two-Party Negotiation Roleplay</td>
<td><strong>1:15–2:45 PM</strong>&lt;br&gt;Negotiating the Impossible</td>
<td><strong>10:30 AM–12:00 PM</strong>&lt;br&gt;Negotiation Debrief and Program Wrap-Up</td>
<td><strong>10:30 AM–12:00 PM</strong>&lt;br&gt;Negotiation Debrief and Program Wrap-Up</td>
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<td><strong>2:45–3:15 PM</strong>&lt;br&gt;Break</td>
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<td><strong>1:15–2:45 PM</strong>&lt;br&gt;Negotiating the Impossible</td>
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<td><strong>2:45–3:15 PM</strong>&lt;br&gt;Negotiation Debrief</td>
<td><strong>3:15–4:50 PM</strong>&lt;br&gt;Strategies of Influence</td>
<td><strong>3:15–4:45 PM</strong>&lt;br&gt;Lessons from Historical Negotiations</td>
<td><strong>3:00–5:00 PM</strong>&lt;br&gt;Introduction to the Negotiation Simulation</td>
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<td><strong>5:15–6:00 PM</strong>&lt;br&gt;Program Overview</td>
<td><strong>4:45–6:00 PM</strong>&lt;br&gt;Free Time</td>
<td><strong>4:45–6:00 PM</strong>&lt;br&gt;Free Time</td>
<td><strong>5:00–5:30 PM</strong>&lt;br&gt;Free Time</td>
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<td><strong>6:00–7:30 PM</strong>&lt;br&gt;Opening Reception and Dinner</td>
<td><strong>6:00–7:30 PM</strong>&lt;br&gt;Dinner</td>
<td><strong>6:00–7:30 PM</strong>&lt;br&gt;Dinner</td>
<td><strong>5:30–7:00 PM</strong>&lt;br&gt;Closing Reception and Dinner</td>
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<td><strong>7:45–9:15 PM</strong>&lt;br&gt;Negotiation Roleplay</td>
<td><strong>7:30–9:00 PM</strong>&lt;br&gt;Negotiation Exercise&lt;br&gt;Group Preparation</td>
<td><strong>7:30–9:00 PM</strong>&lt;br&gt;Individual Preparation</td>
<td><strong>7:30–9:00 PM</strong>&lt;br&gt;Noticing and Influence</td>
<td><strong>7:00–9:00 PM</strong>&lt;br&gt;Individual Preparation</td>
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YOUR LEARNING ENVIRONMENT

COLLABORATIVE LIVING GROUPS
At HBS, you will be placed with a carefully selected living group of peers whose members span industries, countries, and functions. This diversity of perspectives enriches your learning experience and expands your global network.

PREMIUM ACCOMMODATIONS AND AMENITIES
Modern, well-appointed living arrangements feature private bedrooms and bathrooms, spacious common areas, state-of-the-art technology, dining facilities, and a range of hotel-style amenities including housekeeping and dry cleaning.

PRIVATE FITNESS AND WELLNESS OFFERINGS
State-of-the-art fitness center features extensive fitness equipment; a walking/jogging track; basketball/racquetball/squash/tennis courts; swimming pool; locker rooms with whirlpool/steam/sauna; fitness classes; personal trainers; nutritionists and more.

HISTORIC AND CULTURAL HUB
HBS is located in the historic Boston-Cambridge area. Harvard Square is within walking distance, and you'll find a rich array of arts, music, sports, dining, shopping, and other recreational activities easily accessible from campus.

FOR MORE INFORMATION, please contact a Program Advisor at: executive_education@hbs.edu | 1-800-427-5577