

# PROFESSIONAL NEGOTIATION



The course focuses on practical usage of negotiation methods, and is anchored in recognized negotiation theory. All cases are aimed at real life challenges facing leaders, specialists and advisors in their everyday practice.

# CBS EXECUTIVE WINTER SCHOOL 2026

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## CENTRAL THEMES

- The deadly sins of negotiation
- The basic principles of value creation in negotiation
- Distributing and creating (added) value during negotiation
- Behavior and psychology in negotiation
- Your personal negotiation style
- Voice, tempo and instruments in negotiation
- 5 negotiation simulations + 1 negotiation simulation with recording and feedback
- Feedback and exercises for reflection on personal behaviour
- Tools for identifying variables and choosing strategy
- Evaluation and use of negotiation tools

*CBS Executive reserves the right to make changes*



## COURSE TEAM



### **Anja Skau Andersen**

External lecturer, CBS, MBA, lawyer and clinical psychotherapist

Anja has two decades of experience with negotiation of commercial contracts and agreements as well as working with conflict management in organizations. Anja develops and facilitates training courses in negotiation technique and courses in conflict and energy management/performance.



### **Lukas Mardorf**

Cand.mag. in rhetoric, owner of Mardorf.dk and external lecturer at Aarhus University

Lukas holds a master's degree in rhetoric and is a owner of the communication company Mardorf.dk. He has experience with speech-writing for several ministers and has also written TEDx talks featuring researchers. Lukas has also served as an external lecturer in rhetoric and presentation techniques at Aarhus University.

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## COURSE CONTENT

A negotiation can revolve around many things e.g. contracts, commercially important decisions, salary negotiation with employees or conflict resolutions. Negotiations can be internal in an organization or with an external counterpart.

This course is anchored in recognized negotiation theory, but focuses primarily on the practical usage and integration of concrete negotiation tools that you can start using immediately. Negotiation training has to lead to results. Therefore the course trains participants in setting ambitious targets for negotiation results, while maintaining good relationships with counterparts.

The course contains the following:

- Introduction to negotiation theory, statistics and literature
- The deadly sins of negotiation
- The basic principles of value creation in negotiation
- Introduction to preparation tools
- Communication during negotiation, rhetorical and nonverbal
- Distributing and creating value during negotiation
- Behaviour and psychology

- Strategy in negotiation and tools for choosing strategies
- 6 complex negotiation simulations
- Feedback and exercises for reflection on personal behaviour
- Evaluation and use of negotiation tools.

## KEY BENEFITS

- Theoretical and practical knowledge regarding efficient negotiation methods, communications, strategy and behaviour
- New knowledge and tools for professional business negotiations
- Theoretical and practical knowledge on psychological barriers that obstruct efficient negotiation
- Experimentation with specific negotiation tools on cases written with reference to real life challenges of leaders, specialists and advisors.

## PARTICIPANT PROFILE

This course is relevant for everyone who personally or professionally wishes to strengthen their negotiation skills. The participants are typically leaders at all levels, specialists, lawyers, consultants or advisors, who wish to improve their negotiation skills.

## TESTIMONIALS

"I thought the course was fantastic, with the opportunity to work a lot with practical cases: A great way to put learnings into practice. Anja's teaching was also engaging and well paced."

**TRISTAN DELL, CO-FOUNDER, DANDELION DIAGNOSTICS**  
(BIOINNOVATION INSTITUTE FOUNDATION)

"The content was excellent, and the instructor was engaging and experienced."

**TIINA LIKKI, SENIOR TECHNICAL LEAD (ORGANIZATIONAL CHANGE),**  
**WORLD HEALTH ORGANIZATION**

"Very valuable. It made a great impression how preparation, choice and adaptation of negotiation strategies are key to create the desired outcome. Good combination of theory and practice. Excellent teachers."

**SEBASTIAN LAISEN, SENIOR ASSOCIATE, DANMARKS EKSPORT- OG**  
**INVESTERINGSFOND**



# PRACTICAL INFORMATION

## TEACHING FORMAT

The teaching format is very interactive, and aims to create increased interest in negotiation techniques. The course is created according to the principles of Robert Brinkerhoffs' research that states that intergration of learning is created both before, during and after the teaching sessions.

## PREPARATION

There will be approx. 75 pages of reading in English for preparation for the course. Be sure you make some time for preparation ahead of the course. Between days, preparation will be limited to negotiation cases. Note: This course is planned to be conducted in English. However, if it turns out that all signed up participants are Danish speaking, then we reserve the right to change the teaching language into Danish.

## ABOUT CBS EXECUTIVE WINTER SCHOOL

CBS Executive Winter School offers intensive course programs within a range of subject areas. The courses span from 2 to 5 consecutive days in January, where research-based theory is converted into practical tools and methods.

There are no exams, but instead, the focus is on active participation, dialogue, and collaboration with the other participants, as well as teaching, inspiration, and perspective from highly engaged instructors at a high academic level.

The participants are experienced professionals with a higher education background, either intermediate or advanced. They are managers and specialists across various professional fields, both in the private and public sectors, and have the opportunity to incorporate their own challenges and experiences into the teaching during the courses.

### TIME

12 - 15 January 2026

Monday - Thursday from 09:00 - 16:30 (approx.)

### LOCATION

CBS Campus - Porcelænshaven Frederiksberg

### DIPLOMA

All participants receive a digital diploma if they have participated actively every day

### PRICE

DKK 25.000,- excluding VAT (25%). Included in the price is 4 course days and catering as well as online access to articles and materials

### REGISTRATION

Deadline for registration is 15 November 2025  
Register at [cbs-executive.dk](https://cbs-executive.dk)

### CONTACT INFORMATION

Program Manager Maria Alsted Stuhr  
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