



INTERNATIONAL NEGOTIATIONS

Course code	<i>MNG173</i>
Course title	<i>International Negotiations</i>
Type of course	<i>Elective</i>
Stage of study	<i>Undergraduate</i>
Department in charge	<i>Undergraduate school</i>
Semester	<i>Fall</i>
ECTS	<i>6 ECTS (36 lectures and workshops + 2 consultation hours + 2 hours of examination + 127 individual work hours)</i>
Coordinating lecturer	<i>Artūras Jonkus</i>
Studies form	<i>Full-time, free-mover</i>
Prerequisites	<i>None</i>
Language of instruction	<i>English</i>

Course Description

That we are living in a competitive world is nothing new. In an ever faster pacing business life, which becomes more and more globalized, we need to identify objectives, potentials and obstacles quickly and come up with strategies in a blink of an eye. This is key to successful negotiations and business relations. An even greater challenge is, that in today's globalized business world we have to deal with partners from different countries and cultures, all with unique features that play an important role in the process and outcome of communication and negotiation.

The course is designed to give insights which are practical and immediately applicable in business life. The course combines the essentials of negotiating theory with a very practical approach. Central to the course are simulated commercial negotiations and practices. The coursework will involve: defining the issues to be negotiated, preparing for negotiations, using different styles, methods and tactics of negotiations, increasing the awareness of psychological and ethical aspects in the negotiation process and paying attention to the importance of cross-cultural factors. Extensive analysis and coaching, both in negotiating groups and in the plenary sessions will follow each negotiation.

Course Aim and Objectives

The objectives of this course are to provide the students with a profound knowledge of the theoretical framework of negotiations, to ensure that the students have a decent understanding of the roles, responsibilities, and skills required of modern international negotiators and especially to develop their skills of strategic communication in negotiations. The material covered will be relevant to the student regardless of his or her career objectives. The course raises the awareness of communicational patterns and their use, not only, but especially in the field of negotiation. It provides the students with individual feedback as well as theoretical and practical knowledge and thus enables them to apply the transmitted knowledge immediately and guides them on a sustainable development of their skills even after they completed the course.

Learning Outcomes

Course learning outcomes (CLO)	Study methods	Assessment methods
CLO1. The students understand the concept and the different stages of negotiations.	Lectures, seminars, self study, simulations, group work.	Participation, case analysis assessment, final exam
CLO2. The participants know the different levels of negotiation.	Lectures, seminars, self study, simulations, group work	Participation, case analysis assessment, final exam
CLO3. The course raises the awareness of cultural differences and how they affect negotiations.	Lectures, seminars, self study, simulations, group work	Participation, case analysis assessment, final exam
CLO4. The students are able to deal with aspects that arise from global business challenges.	Lectures, seminars, self study, simulations, group work	Participation, case analysis assessment, final exam
CLO5. The students can prepare and enter international negotiations strategically in a detailed manner.	Lectures, seminars, self study, simulations, group work	Participation, case analysis assessment, final exam
CLO6. The students can prepare, enter and open negotiations with full awareness of psychological, communicational and cultural challenges	Lectures, seminars, self study, simulations, group work	Participation, case analysis assessment, final exam
CLO7. The participants can identify their negotiation partner's motives and can influence the course of the	Lectures, seminars, self study, simulations, group	Participation, case analysis assessment, final exam

communication in negotiations.	work	
CLO8. The course provides solid background on strategic, economic, communicational and cultural challenges that occur within negotiations and the students can develop their own solutions to these.	Lectures, seminars, self study, simulations, group work	Participation, case analysis assessment, final exam
CLO9. The students understand how to argue conclusively.	Lectures, seminars, self study, simulations, group work	Participation, case analysis assessment, final exam
CLO10. The participants can deal with setbacks, stress and "manipulative" negotiation techniques.	Lectures, seminars, self study, simulations, group work	Participation, case analysis assessment, final exam

Quality Assurance Measures

The course will involve lectures over relevant material, the negotiation role-plays and in-class discussions over related material. The focus is on building practical competence in negotiations with an emphasis on establishing long-term partnerships based on win-win strategies.

Cheating Prevention

Course will apply zero tolerance policy towards plagiarism, following the rules of the University.

Course content

The following represent the intended topics of this course and the intended sequencing of the topics. Whether or not such topics are actually covered and whether or not the intended sequence is actually followed, and the depth to which the topics are covered will all depend on various factors such as time constraints, the overall learning speed of the class, the general interests of the class, and the ability of the students to absorb such topics.

Session	TOPIC	IN-CLASS HOURS		READINGS
		Lecture	Seminar	
1	Introduction: <ul style="list-style-type: none"> - Topics, assignments, schedule, - Negotiation levels and stages - Basic process - Long vs. short term relationship building 	3		
2	Cross-cultural business negotiations I: <ul style="list-style-type: none"> - Doing business internationally - Cross-cultural aspects of comm.. - How to recognize and react to cultural differences in comm..? 	1,5	1,5	Harvard Report on Int. Neg.
3	Cross-cultural business negotiations II: <ul style="list-style-type: none"> - Culture Related Business and Negotiation Styles - Long distance business relations 	1	2	TBA
4	International Business Law and Indirect Negotiations <ul style="list-style-type: none"> - Forms of contracts - Formulation of contracts - Sustainability of contracts - E-mail negotiations - Telephone negotiations - Negotiations via an agent 	2	1	Rigault, Didier Ch. 1.1.1-1.1.4, 2.1.1 and 2.18-2.23
5	Position Based Negotiations vs Interest Based Negotiations <ul style="list-style-type: none"> - Different Strategies in Negotiations 	1,5	1,5	Ury, W. Chapter 1 and Harvard Report on Neg. Strategies
6	Strategic Preparation <ul style="list-style-type: none"> - Strategic preparation - BATNA - Condition setting - Determining the bargaining range 	2	1	Ury, W. Chapter 1 and Harvard Report on BATNA
7	Psychological Preparation and Start <ul style="list-style-type: none"> - Psychological preparation - Self-confidence - Opening the dialogue - Recognizing the partner - Creating a rapport 	1,5	1,5	Ury, W. Chapter 2

Session	TOPIC	IN-CLASS HOURS		READINGS
		Lecture	Seminar	
8	Developing Negotiation Competences I - Clarifying the partner's needs - Questioning techniques - Active listening - Managing conversations professionally	1	2	Ury, W. Chapter 2 and Harvard Report on Negotiation Skills
9	Developing Negotiation Competences II - Emotional and rational argumentation - Verbal and nonverbal language issues - Argumentation schemes	1	2	Harvard Report on Neg. with difficult people
10	Developing Negotiation Competences III - Argumentation development - Strategic Communication - Objection Handling - Dealing with difficult negotiators - Closing techniques	1,5	1,5	Harvard Report on Dispute Resolution
11	Practical Case		3	Ury, W. Chapter 3
12	Final considerations and Final Exam - Analysis of Negotiation Cases - Closing techniques - Follow-up and agreement - Recap	2	1	
	Total class hours 48	18	18	

COURSE REQUIREMENTS

TYPE	EVALUATION, %
Pre-course work	25
Negotiation Assignment	20
Seminar grade	20
Final exam	35
Total:	100

1. The **final exam** will account for **35%** of the final grade: It will consist of four open questions. The final exam will cover the topics covered after mid-term exam.
2. The **pre-course work** will account for **25%** of the final grade. It will consist of reading of assigned materials and written abstract.
3. The Negotiation Assignment will account for 20% of the final grade. The simulation consist of a case assignment and a team negotiation on the given case.
4. The seminar grade will account for (20%) of the final grade. In class performance is key to this class, this includes simulations, presentations and active participation in class. 1 special team negotiation will be assigned. Note, that: mere physical attendance in the classroom will not be counted in the seminar participation grade.

In case of a negative final grade, students are allowed to retake the exam. The retake will consist of a written report on a topic which will be sent by e-mail in 5 working days after the final exam. This written report must be submitted in 20 calendar days after the final exam; the weight of the retake is 35%. Retake reports cannot be rewritten.

Remark:

The final grading for the course is calculated according to the accumulative formula as indicated in the Regulation of Studies at ISM. Negative grades (below 5) are not included into the accumulative grading system!

LITERATURE

Obligatory readings:

1. Ury, W. (2008). Getting Past No. Chapters 1-3.
2. Rigault, Didier (2005). International Business Agreements. Chapters 1.1.1-1.1.4, 2.1.1 and 2.18-2.23
3. Shapiro, Ronald M. (2001), The power of nice: how to negotiate so everyone wins – especially you! Chapter 8
4. Indicated Harvard Reports