***International Negotiations***

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| **Course code** | *MNG 173* |
| **Compulsory in the programmes** | *International Business and Communication, Business Management and*  *Marketing,* |
| **Level of studies** | *Undergraduate* |
| **Number of credits** | *6 ECTS (48 in-class hours + 6 consultation hours + 2 exam hours, 104 individual work hours)* |
| **Course coordinator** | *Tobias Grünfelder and Dominykas Karpovic (head of course)* |
| **Prerequisites** | *None* |
| **Language of instruction** | *English* |

**THE AIM OF THE COURSE:**

Professional success and management of organizations, in any context, require agreement and collaboration with other people. While this is true for any type of transaction anywhere, it is even truer when the people who interact in order to reach an agreement are from different cultures. Because of globalization, the ability of reaching agreements, effectively collaborate, and resolve conflicts within a multicultural context, is more and more needed today. Organizations of any industry and sector, today, are increasingly embracing diversity in all aspects and this requires cultural intelligence, sensitivity, communication and negotiations skills to reach synergy and mutually beneficial outcomes. Success in diverse and dynamic environments partly depends on how well each of us knows how to negotiate. These negotiations are very peculiar because they include more variables and may entail complex cross-cultural dynamics. International negotiations, indeed, require a different series of frameworks that have be to be mastered to work successfully across cultures. Negotiating internationally requires intercultural awareness, effective cross-cultural communication skills, and specific techniques. Some of the concepts covered in this course are: basic principles of international negotiations, negotiation styles, cultural differences, values and etiquettes, conflict analysis and resolution, transcultural leadership and management.

**MAPPING OF COURSE LEVEL LEARNING OUTCOMES (OBJECTIVES) WITH DEGREE LEVEL LEARNING OBJECTIVES (See Annex), ASSESMENT AND TEACHING METHODS**

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| Course level learning outcomes (objectives) | Degree level learning objectives | Assessment methods | Teaching methods |
| CLO1. Introduce students to the core concepts of cross-cultural communication and negotiations in international contexts. | BLO1.1. BLO2.1. | Midterm test, coursework/ presentation | Lecture |
| CLO2. Discuss and analyse issues related to international negotiation situations, causes and effects. | BLO2.1. BLO4.1. | Midterm test, final exam | Lecture and Seminar |
| CLO3. Assess and analyse cross-cultural negotiations situations, problems and solutions. | BLO1.2. BLO2.1. BLO4.1. BLO4.2 | Midterm test, final exam, Coursework/ presentation | Seminar |
| CLO4. Develop a set of effective cross cultural communication skills, and specific techniques for international negotiations and conflict resolution. | BLO1.1. BLO2.1.  BLO3.2 | Midterm test, final exam, Coursework/ presentation | Lecture and Seminar |
| CLO5. Understand cross-cultural communication and negotiation as a key element in the set of required soft skills needed in international cooperation | BLO1.1. BLO2.1. | Midterm test, final exam, Coursework/ presentation | Lecture and Seminar |
| CLO6. Apply critical thinking and problem-solving skills in a changing environment | BLO1.2. BLO2.1. BLO4.2. BLO4.2. | Midterm test, coursework/ presentation, final exam | Lecture and Seminar |
| CLO7. Demonstrate knowledge and ability to evaluate and assess international negotiation theoretical concepts, strategies and techniques to be applied in real-life scenarios | BLO1.2. BLO2.1. BLO4.1. BLO4.2. | Midterm test, coursework/ presentation, final exam | Seminar |

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| **Learning Goals** | **Learning Objectives** |
| Students will be critical thinkers | BLO1.1. Students will be able to understand core concepts and methods in the business disciplines |
| BLO1.2. Students will be able to conduct a contextual analysis to identify a problem associated with their discipline, to generate managerial options and propose viable solutions |
| Students will be socially responsible in their related discipline | BLO2.1. Students will be knowledgeable about cross-cultural communication aspects, cultural intelligence and international conflict resolutions through negotiations |
| Students will be technology agile | BLO3.2. Students will be able to make decisions using appropriate IT tools |
| Students will be effective communicators | BLO4.1. Students will be able to communicate reasonably in different settings according to target audience tasks and situations |
| BLO4.2. Students will be able to convey their ideas effectively through an oral presentation |
| BLO4.3. Students will be able to convey their ideas effectively in a written paper |

**ACADEMIC HONESTY AND INTEGRITY**

The ISM University of Management and Economics Code of Ethics, including cheating and plagiarism are fully applicable and will be strictly enforced in the course. Academic dishonesty, and cheating can and will lead to a report to the ISM Committee of Ethics. With regard to remote learning, ISM remind students that they are expected to adhere and maintain the same academic honesty and integrity that they would in a classroom setting.

**COURSE OUTLINE**

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| **Topic** | **In-class hours** | **Readings** | **Time schedule** |
| **Session 1:**  *Tobias Grünfelder and Dominykas Karpovic*  **Presentation of course aims and assignments**  Time schedule, midterm & final exam, case studies, etc.  **Introduction to the topics: Culture, Negotiation and Cooperation** | 2 |  | Lecture |
| **Session 2:**  *Tobias Grünfelder*  **The Concept of Culture**  Metaphors of Culture, Nature and Nurture, Cultural Values  **Negotiation fundamentals**: personal profile, individual culture and values.  **Verbal and non-verbal aspects cross-cultural communication**  R. Lewis cultural categories. E.T Hall  Etiquette, protocol, mannerism | 4 | Fang, T. (2005)  Lewis, R. Ch. 1-2  Bratt, J. Ch 1  Lewis, R., Ch 3-4 | Seminar + Lecture |
| **Session 3:**  *Tobias Grünfelder*  **Culture Related Business and Negotiation Styles**  Hofstede, Trompenaars, Gesteland  Dignity, Face, and Honor Norms | 4 | Bennett, M. (2016)  Gesteland, R. (2004). Parts I-III  Bratt, J. Ch 2 | Seminar + Lecture |
| **Session 4:**  *Dominykas Karpovic*  **Conflict transformation**  by Peaceful means (the Transcend method) | 4 | J. Galtung (2000) | Lecture |
| **Session 5:**  *Dominykas Karpovic*  **Sustainability in Negotiations**  Sustainable Development Goals and their relationship to negotiation process,  The essence of sustainability and what role it plays in negotiation process | 4 |  | Lecture |
| **Midterms / Break (17. October to 28. October)** |  |  |  |
| **Session 6:**  *Tobias Grünfelder and Dominykas Karpovic*  **Case Study Presentations**  Presentation + Q&A | 4 |  | Seminar |
| **Session 7: Transcultural Leadership Summit**  *Tobias Grünfelder*  International Conference for students with interactive Future Literacy Workshops on Transcultural Cooperation | 4 | Online | November 10, Thursday (1pm to 5pm) |
| **Session 8: Transcultural Leadership Summit**  *Tobias Grünfelder*  International Conference for students with interactive Future Literacy Workshops on Transcultural Cooperation | 4 | Online | November 11,  Friday (1pm to 5pm) |
| **Session 9:**  *Tobias Grünfelder*  **Negotiation subprocesses II**  Power, framing, emotions  Culture and Strategy for Negotiating Deals  Reciprocal questioning and offering (Q&A; S&O)  **Position Based Negotiations vs Interest Based Negotiations**  Different Strategies in Negotiations | 4 | Brett, J. Ch 3 | Seminar + Lecture |
| **Session 10:**  *Tobias Grünfelder and Dominykas Karpovic*  **Documentary “American Factory” + Workshop** | 4 |  | Lecture |
| **Session 11:**  *Tobias Grünfelder*  **Transcultural Leadership and Negotiation**   * Transcultural Learning Model * Persuasion and ethics   **Negotiation subprocesses II**   * BATNA * Persuasion and ethics * Ethics across culture | 4 | Wieland, J. (2019):  Gesteland, R. (2004). Parts II, 9-10  Abramson & Moran, Ch. 4-9 | Seminar + Lecture |
| **Session 12:**  *Tobias Grünfelder*  **Developing Negotiation Competences III**   * Argumentation development * Strategic Communication * Objection Handling * Dealing with difficult negotiators * Closing techniques | 4 | TBA | Seminar + Lecture |
| **Session 13:**  *Tobias Grünfelder and Dominykas Karpovic*  **Wrap-up session**  Strategies for successful negotiations  Habits of effective negotiators | 2 |  | Lecture |
|  | **Total: 48 hours** |  |  |
| CONSULTATIONS | 6 |  |  |
| FINAL EXAM | 2 |  |  |

**FINAL GRADE COMPOSITION**

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| **Type of assignment** | % |
| *Group Components 30%* |  |
| Group Presentation of Practical case | 30 |
| *Individual Components 70%* |  |
| Participation in seminars (Transcultural Leadership Summit) | 10 |
| Mid-Term Exam | 25 |
| Final Exam | 35 |
| **Total:** | 100 |

**DESCRIPTION AND GRADING CRITERIA OF EACH ASSIGNMENT**

The lecturer reserves the right to choose the form of the exam. Details about the structure of the exam and the grading policy will be presented on the first day of the lectures and will be published online.

The presentations will take place during the seminars. Students will be asked to present/ oppose on a given topic. Details about the presentation scope and the grading policy will be presented on the first day of the lectures and will be published online.

1. The **final exam** will account for **35%** of the final grade and will cover the topics covered after mid-term exam.

2. The **mid-term test (25%)** will cover the content of Lecture 1-5. Types of questions will be announced during the course.

3. The **practical case** (presentation) will account for **30%** of the final grade. It will be an extensive negotiation case in which 2 teams negotiate on a specific negotiation scenario.

4. The **seminar grade** will account for **(10%) of the final grade.** In class performance is key to this class, this includes simulations, presentations and **active participation** in class. Seminar grades will be published after completing the course. **Note:** mere physical attendance in the classroom will not be counted in the seminar participation grade.

**RETAKE POLICY**

If final (cumulative) mark of the course, including final exam score, is insufficient, students will be allowed to exercise their right of retake. The retake exam will cover all lectures and case-discussion topics discussed in class during the course. Students who receive a non-passing final grade can have a re-take exam, which will constitute 60% of the final grade and will include material of the whole course. Participation and Practical Case cannot be re-taken, but will be counted into the final grade, as graded before. Acquired scores from all assignments will be summed up and the final (cumulative) grade will be given. The lecturer reserves the right to choose the form of the exam.

**ADDITIONAL REMARKS**

Attendance and participation in the lectures and seminars are not obligatory, however strongly recommended. Studying solely from slides/ course book is not considered to be a sufficient preparation for the exam.

Regarding final group presentations:

-The number of groups and members will vary according to final enrolment in this course.

- Preliminary, there will be 8 groups of 4/5 students in each seminar group.

- Cases will be assigned by lottery during the first two weeks.

- Final case presentations will take place during the last 2 weeks during seminars. The presentation submission schedule may vary and will be announced in the first weeks.

- Specific rules apply for in-class/online presentations.

1. Presentations can neither be re-scheduled nor retaken
2. In case of serious reasons, individual students may be allowed to switch with another student. Students are responsible for arranging the changes and must inform the lecturer at least 2 weeks in advance.

Due to the dynamic nature of the content of the course, additional material can be assigned during the course. In case of unforeseen events the schedule will be adapted.

Readings are selected from books available in ISM library. When older editions are also available for free and legal download the links will be provided.

Lecture slides are the intellectual property of teaching instructor and there is no obligation to upload them for immediate access of students. Taking screenshots/photos of the screen during lectures is not allowed without written consent of the lecturer.

**REQUIRED READINGS**

**Obligatory readings:**

1. Lewis, R. (2006): *When cultures collide*. Leading across cultures. Nicholas Brealey International. Boston, MA 02116 USA.
2. Abramson, N. R., & Moran, R. T. (2017): *Managing Cultural Differences: Global Leadership for the 21st Century*. Routledge.
3. Jeanne M. Brett (2014): *Negotiating Globally*, Jossey-Bass, A Wiley Bran.
4. Bennett, M. (2016): The Value of Cultural Diversity: Rhetoric and Reality, IDR-Institute.
5. Barmeyer C. & Franklin P. (2017): Intercultural Management - A Case-Based Approach to Achieving Complementarity and Synergy. 1st ed. 2017.
6. Fang, T. (2005): From “onion” to “ocean”: paradox and change in national cultures, International Studies of Management and Organization, Vol. 35 No. 4, pp. 71-90
7. Wieland, J. (2019): Transculturality as a Leadership Style – A Relational Approach, in: Wieland, J. / Baumann Montecinos, J. (eds.) Transcultural Leadership and Transcultural Competence, Marburg: Metropolis, 21-41.

**ADDITIONAL 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. Rody, Raymond C. (2002). International Business Negotiations: Strategies, Tactics, Practices. Introduction and Chapters 1-2
4. Salacuse, Jeswald W. (2003). The Global Negotiator. Chapters: 2,3, 6,7 and 13.
5. Shapiro, Ronald M. (2001), The power of nice: how to negotiate so everyone wins – especially you! Chapter 8

Further literature will be announced in the course.

**NOTE: Reading for assignment cases (final presentation in groups) will be assigned to specific to students later during the first two weeks.**

**ANNEX**

**DEGREE LEVEL LEARNING OBJECTIVES**

**Learning objectives for the Bachelor of Business Management**

*Programmes:*

*International Business and Communication,*

*Business Management and Marketing, Finance,*

*Industrial Technology Management*

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| **Learning Goals** | **Learning Objectives** |
| Students will be critical thinkers | BLO1.1. Students will be able to understand core concepts and methods in the business disciplines |
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| Students will be socially responsible in their related discipline | BLO2.1. Students will be knowledgeable about cross-cultural communication aspects, cultural intelligence and international conflict resolutions through negotiations |
| Students will be technology agile | BLO3.1. Students will demonstrate proficiency in common business software packages |
| BLO3.2. Students will be able to make decisions using appropriate IT tools |
| Students will be effective communicators | BLO4.1. Students will be able to communicate reasonably in different settings according to target audience tasks and situations |
| BLO4.2. Students will be able to convey their ideas effectively through an oral presentation |
| BLO4.3. Students will be able to convey their ideas effectively in a written paper |

**Learning objectives for the Bachelor of Social Science**

*Programmes:*

*Economics and Data Analytics,*

*Economics and Politics*

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| **Learning Goals** | **Learning Objectives** |
| Students will be critical thinkers | ELO1.1. Students will be able to understand core concepts and methods in the key economics disciplines |
| ELO1.2. Students will be able to identify underlying assumptions and logical consistency of causal statements |
| Students will have skills to employ economic thought for the common good | ELO2.1.Students will have a keen sense of ethical criteria for practical problem-solving |
| Students will be technology agile | ELO3.1. Students will demonstrate proficiency in common business software packages |
| ELO3.2. Students will be able to make decisions using appropriate IT tools |
| Students will be effective communicators | ELO4.1.Students will be able to communicate reasonably in different settings according to target audience tasks and situations |
| ELO4.2.Students will be able to convey their ideas effectively through an oral presentation |
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