**International Negotiations**

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| Course code | *MNG 173* |
| Compulsory in the programmes | *International Business and Communication* |
| 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 | *Assoc. prof. Dr. Mariana Sueldo (head of course); Adomas Davalga (guest lecturer* |
| 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 a faster and more intense 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 in order to succeed in the global arena. 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, cross-cultural dynamics, conflict analysis and resolution.

**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** |
| **Presentation of course aims and assignments**  The Iceberg model of culture  Nature and Nurture. Cultural Values  **Negotiation fundamentals**: personal profile, individual culture and values. | 4 | Lewis, R. Ch. 1-2  Bratt, J. Ch 1  Moore, C. W., & Woodrow, P. J.  Ch1  Lewicki R. et al. Sections: 1.1, 1.4, 1.7 |
| **Verbal and non-verbal aspects cross-cultural communication**  R. Lewis cultural categories. E.T Hall  Etiquette, protocol, mannerism | 4 | Lewis, R., Ch 3-4  Moore, C. W., & Woodrow, P. J. |
| **Culture Related Business and Negotiation Styles**  Hofstede, Trompenaars. Gesteland  Dignity, Face, and Honor Norms | 4 | Gesteland, R. (2004). Parts I-III  Bratt, J. Ch 2  Moore, C. W., & Woodrow, P. J.  Ch 2-4 |
| **Negotiation subprocesses I**  Power, framing, emotions  Culture and Strategy for Negotiating Deals  Reciprocal questioning and offering (Q& A; S& O) | 4 | Lewicki R. et al. Sections: 2.1-2.4; 2.7-2.12  Brett, J. Ch 3 |
| **Position Based Negotiations vs Interest Based Negotiations**  Different Strategies in Negotiations | 4 | TBA  Ury, W. Chapter 1 |
| **Strategic Preparation**   * Strategic preparation * BATNA * Condition setting   Determining the bargaining range | 4 | TBA  Ury, W. Chapter 1 |
| Mid-term  Practical cases- task set up and simulation | 4 | Topics covered in lectures 1-6 |
| **Negotiation subprocesses II**  Persuasion and ethics  Ethics across culture | 4 | Lewicki R. et al. Sections: 2.8-2.13  Gesteland, R. (2004). Parts II, 9-10  Abramson & Moran, Ch. 4-9 |
| **Social Dilemmas. Governments and Foreign Direct Investors**  **Practical cases** | 4 | Brett, J. Ch 6-7 |
| **Developing Negotiation Competences III**   * Argumentation development * Strategic Communication * Objection Handling * Dealing with difficult negotiators   Closing techniques | 4 | TBA |
| **Resolving differences**  Collaboration, concession, renegotiation  **Practical cases** | 4 | Lewicki R. et al. Sections 3.2, 3.4, 3.11, 3.12  6.1, 6.3, 6.4 |
| **Wrap-up session**  Strategies for successful negotiations  Habits of effective negotiators  **Practical cases** | 4 | Lewicki, R. et al. Sections 7.1, 7.3, 7.4 |
|  | **Total: 48 hours** |  |
| CONSULTATIONS | 6 |  |
| FINAL EXAM | 2 |  |

**FINAL GRADE COMPOSITION**

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| **Type of assignment** | **%** |
| *Group Components 25%* |  |
| Group Presentation of Practical case | 25 |
| *Individual Components 75%* |  |
| Participation in seminars | 20 |
| Mid-Term Exam | 20 |
| 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 **20%** 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 **(20%) 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 65% 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. Lewicki Roy J., Saunders David M., Barry Bruce (2010). ***Negotiation: Readings, Exercises and Cases****.*
3. Abramson, N. R., & Moran, R. T. (2017). ***Managing Cultural Differences: Global Leadership for the 21st Century***. Routledge.
4. Jeanne M. Brett (2014) ***Negotiating Globally***, Jossey-Bass, A Wiley Brand
5. Moore, C. W., & Woodrow, P. J. (2010). ***Handbook of global and multicultural negotiation****.* Jossey-Bass.
6. Morrison, Terri, and Wayne A. Conaway. ***Kiss****,****Bow****, or****Shake Hands***: The Bestselling Guide to Doing Business in More Than 60 Countries. Avon, Mass: Adams Media, 2006.
7. Gesteland, R. (2004). Cross Cultural Business Behavior.. The Copenhagen Business School.

**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

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

**1. Brett, J.**

Chapter 4 (4 cases)

* Nichia-Nakamura
* Nokia-Motorola
* Ericsson
* Newbridge-Shenzhen

Chapter 6- OPEC

**2. Lewicki R. et al.** (3 cases)

* Sick Leave
* Capital Mortgage
* Pacific Oil

**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 |
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**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 |
| ELO4.3. Students will be able to convey their ideas effectively in a written paper |