



## Ljubljana Summer School

6 – 24 July 2020

### International Business Negotiation Management

Bachelor course (ECTS: 6)

9.30 – 12.00

#### Course leader:

**LAN Jun**

*Tongji University, School of Economics and Management, P.R. China*

#### Aims and objectives of the course:

The course will encourage and enable the students to:

- be focused on basic and state-of-the-art international negotiation management theories, strategies, and implementations;
- be studying and challenging the fruitful modern academic research in the field of international business negotiation;
- study the issues and problems probably faced by international managers under cross-culture international business situations, especially when the west meeting the east;
- be supported to identify and understand the diverse negotiation stakeholders and appeals involved in typical business negotiation scenarios;
- exercise and practice useful negotiation methods and tactics to establish positive personal experiences and lessons;
- facilitate developing team cooperation and team management expertise of business negotiation.

Students who successfully complete this course will be able to:

- have an understanding of major theoretical perspectives of effective negotiation management and implementation;
- realize how to apply practical negotiation concepts and models in the study of international backgrounds, e.g. with the context of traditional/modern cultures;
- develop the strategic and tactical thoughts and be able to solve real negotiation problems in business;
- link negotiation theories to practical negotiation cases;
- screen and explain both effective and ineffective negotiation strategies and practices in foreign countries (west-East situation especially emphasized as a strongly possible case);
- and have their awareness of complexity, flexibility and dynamics of cross-cultural negotiation management, for a well-structured and streamlined solution.



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### Course syllabus:

<b>Day 1</b>	<p>Introduction &amp; Warming-up</p> <p>Unit I. Basic Concepts and Core Theories of Business Negotiation</p> <ol style="list-style-type: none"> <li>1. What is negotiation</li> <li>2. negotiation history</li> <li>3. Types of negotiation</li> <li>4. Identify the negotiators</li> <li>5. positions, interests, and BATNA</li> <li>6. Case Study and discussion: perception of foreign negotiation issues</li> </ol>
<b>Day 2</b>	<p>Unit I. Basic Concepts and Core Theories of Business Negotiation (Cont'd)</p> <ol style="list-style-type: none"> <li>7. Initiative and stages</li> <li>8. Issues on the quotation</li> <li>9. Group discussion: practical quotation skills</li> <li>10. The anchoring theory</li> <li>11. Simulation exercise: a simplified buy-sell bargaining model</li> </ol>
<b>Day 3</b>	<p>Unit II. Business Negotiation Strategies</p> <ol style="list-style-type: none"> <li>1. Value analysis and strategy</li> <li>2. Business negotiation value and value tactics</li> <li>3. Group discussion: the most probable values in business practice</li> <li>4. Exercise: how to discover/create negotiation values</li> </ol>
<b>Day 4</b>	<p>Unit II. Business Negotiation Strategies (Cont'd)</p> <ol style="list-style-type: none"> <li>5. Game theory and win-win strategy</li> <li>6. Analyze win-lose/win-win games</li> <li>7. Study and discussion: the issue of Prisoner's Dilemma, etc.</li> <li>8. Empirical research findings</li> <li>9. Creative options</li> </ol>
<b>Day 5</b>	<p>Unit II. Business Negotiation Strategies (Cont'd)</p> <ol style="list-style-type: none"> <li>10. How to achieve cooperative negotiation strategies</li> <li>11. Simulation exercise: team-to-team bargaining</li> </ol>
<b>Day 6</b>	<p>Unit III. Managing Coordinated International Business Negotiation</p> <ol style="list-style-type: none"> <li>1. Layers of negotiation management</li> <li>2. Preparation of checklist</li> <li>3. Variables often played during international negotiations</li> <li>4. Manage the Alpha style and the Beta style</li> <li>5. Role-play exercise</li> </ol>
<b>Day 7</b>	<p>Unit III. Managing Coordinated International Business Negotiation (Cont'd)</p> <ol style="list-style-type: none"> <li>6. Manage a coordinated and efficient international business negotiation</li> <li>7. Group discuss: the negotiation of multiple-party</li> </ol>



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	negotiation 8. Study and group discuss: the XCM merging case 9. Time management 10. International negotiation personnel management
<b>Day 8</b>	Unit IV. Multi-culture Business Negotiation Management 1. Concept and context of culture 2. Major cultural problems in negotiation 3. Analysis of cultural differences in terms of business negotiation management 4. How to identify and solve cultural negotiation problems in international business negotiation
<b>Day 9</b>	Unit IV. Multi-culture Business Negotiation Management (Cont'd) 5. Negotiation characteristics: country cases 6. Cultural codes of number 7. research on typical Eastern/Western negotiation characteristic(s) from both the theoretical and the practical perspectives 8. Discussion: alcohol, karaoke and other treatments, a specific cultural problem case of business negotiation for the west meeting the east
<b>Day 10</b>	Unit IV. Multi-culture Business Negotiation Management (Cont'd) 9. Guide and group simulation: a multi-party and multi-cultural international business negotiation  Summary

### Course materials/List of readings:

Lecture slides copy and business negotiation cases/simulations:  
(To be distributed in class.)

#### Readings:

(To be distributed in class.)

- Aldís Gueny Sigurdóttir, et al, 2019. Buyer and Seller Differences in Business-to-Business Negotiations. *Negotiation Journal*, April 2019.
- Henrik Agndal, et al, 2017. Two decades of business negotiation research: an overview and suggestions for future studies. *Journal of Business & Industrial Marketing*, Vol. 32 Issue: 4.
- Yu-Te Tu, 2013. A Comparison on Intercultural Business Negotiations of Asia's Four Little Dragons. *International Journal of Business and Social Research*, Vol. 3, No. 4, April, 2013.
- Kestutis Peleckisa, 2014. International business negotiations: innovation, negotiation team, preparation. *Procedia - Social and Behavioral Sciences*, 110 (2014).



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- Mareike Schoop, et al, 2010. Communication Quality in Business Negotiations. Group Decision Negotiation, 19 (2010).
- John L. Graham, et al, 1997. Culture's Influence on Business Negotiations in Four Countries. Group Decision and Negotiation, 6 (1997).
- Michel André Maréchal, et al, 2018. Hidden Persuaders: Do Small Gifts Lubricate Business Negotiations? Management Science, published online in articles in advance, 01 Oct 2018.
- Zhanke Yuxian, 2013. The Politeness Principles in Business Negotiation. Cross-Cultural Communication, Vol. 9, No. 4, 2013.

### Bibliography:

- Anonymous, Thirty-Six Stratagems (English version).
- Danny Ertel, Turning Negotiation into a Corporate Capability. Harvard Business Review, May-June, 1999.
- James K. Sebenius, Six habits of merely effective negotiators. Harvard Business Review, Apr. 2001.
- James K. Sebenius, The Hidden Challenge of Cross-Border Negotiations. Harvard Business Review, March, 2002.
- Khush K. Pittenger, & Kristen B. Hovsepian, Experiencing a Foreign Culture: A Cross-cultural Simulation. Developments in Business Simulation & Experiential Exercises, Volume 21, 1994.
- Pruitt Dean, Achieving Integrative Agreements, in Bazerman & Lewicki's Negotiating in Organization, Sage Pub., 1983, pp 35-50.
- Robert Axelrod: Chapter 1, 2 & 9, The Evolution of Cooperation, New York: Basic Books, 1984.
- Roy J. Lewicki, et at., Negotiation, 4th ed., The MacGraw-Hill Companies, Inc., 2003.
- Sun Tzu, the Art of War, translated from the Chinese with introduction and critical notes by Lionel Giles, M.A., assistant in the Department of Oriental Printed Books and MSS in the British Museum, first Published in 1910, around 514 B.C.

### **Teaching methods:**

- With the combination of carefully structured methods such as lecture, seminar, interactive exercise, case study, role play, and discussion etc., this course has been designed to share pragmatic and efficient approaches to satisfying agreements/results through efficient international negotiation management.
- Negotiation simulation and exercise will be used as an important way through which students can acquire fairly valuable experiences and lessons of international business negotiation management. Students will organize negotiation teams, analysis and build strategies, make decisions, and launch face-to-face negotiations with each other in customized scenarios, which highly reflect the real world.



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- Since negotiation actually occurs all the time, personal negotiation skills review and peer-evaluation will be also addressed throughout systematic explorations on various business management themes and issues.
- Every participant and his/her class group will be requested to pre-study some interesting learning materials in advance, including academic literatures and negotiation cases assigned. The study results will then be shared and used in class.
- During the lectures, the professor uses slides show to facilitate the process of the students' learning and sharing. The hard copies of those particular materials will be distributed to the students in class, who are also encouraged to take notes and actively launch Q&As among all the class participants.
- Other types of studying approaches, such as video/audio clips, will also be applied to facilitate the students' learning and discussion.
- Team work is frequently asked, so that the students in the same group can closely exchange their personal ideas, share experiences and lessons, and learn negotiation leadership and cooperation.

### Evaluation method and grading scale:

Individual participation:

- attendance, reading, discussion, Q&A 15%

Individual work:

- individual exercises, literature study seminar, assignments 15%

Group work:

- assignment presentations, role plays, simulations 50%

Final exam:

- individual, open-book-open-note, on July 23th 20%

DEFINITION	%	LOCAL SCALE	ECTS SCALE	Grade (USA)
exceptional knowledge without or with negligible faults	92-100	10	A	A+, A, A-
very good knowledge with some minor faults	85-91	9	B	B+, B
good knowledge with certain faults	77-84	8	C	B
solid knowledge but with several faults	68-76	7	D	C+, C, C-
knowledge only meets minimal criteria	60-67	6	E	D+, D
knowledge does not meet minimal criteria	<60	5	F	

### Prerequisites for attending the course:

Students taking this course must have been enrolled in an undergraduate program and should have some interests in negotiation, management, and/or business.