



International Business Negotiation Management

Bachelor course (ECTS: 6)

13.00 – 15.30 (CET Ljubljana)

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Course objectives and learning outcomes:

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.

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. Good language skills of English are necessary, which are important for students discussing/communicating/learning in the course.



Course syllabus/Daily topics:

PROGRAMME DAY	ACTIVITY/TOPIC/SESSION
Monday, 5 July	LSS Welcome session (no lectures)
Tuesday, 6 July	Introduction & Warming-up Unit I. Basic Concepts and Core Theories of Business Negotiation <ol style="list-style-type: none">1. What is negotiation2. negotiation history3. Types of negotiation4. Identify the negotiators5. positions, interests, and BATNA6. Case Study and discussion: perception of foreign negotiation issues
Wednesday, 7 July	Unit I. Basic Concepts and Core Theories of Business Negotiation (Cont'd) <ol style="list-style-type: none">7. Initiative and stages8. Issues on the quotation9. Group discussion: practical quotation skills10. The anchoring theory11. Simulation exercise: a simplified buy-sell bargaining model
Thursday, 8 July	Unit II. Business Negotiation Strategies <ol style="list-style-type: none">1. Value analysis and strategy2. Business negotiation value and value tactics3. Group discussion: the most probable values in business practice4. Exercise: how to discover/create negotiation values
Friday, 9 July	Unit II. Business Negotiation Strategies (Cont'd) <ol style="list-style-type: none">5. Game theory and win-win strategy6. Analyse win-lose/win-win games7. Study and discussion: the issue of Prisoner's Dilemma, etc.8. Empirical research findings9. Creative options
Monday, 12 July	Unit II. Business Negotiation Strategies (Cont'd) <ol style="list-style-type: none">10. How to achieve cooperative negotiation strategies11. Simulation exercise: team-to-team bargaining
Tuesday, 13 July	Unit III. Managing Coordinated International Business Negotiation <ol style="list-style-type: none">1. Layers of negotiation management2. Preparation of checklist3. Variables often played during international negotiations4. Manage the Alpha style and the Beta style5. Role-play exercise
Wednesday, 14 July	Unit III. Managing Coordinated International Business Negotiation (Cont'd)



	<ol style="list-style-type: none">6. Manage a coordinated and efficient international business negotiation7. Group discuss: the negotiation of multiple-party negotiation8. Study and group discuss: the XCM merging case9. Time management10. International negotiation personnel management
Thursday, 15 July	Unit IV. Multi-culture Business Negotiation Management <ol style="list-style-type: none">1. Concept and context of culture2. Major cultural problems in negotiation3. Analysis of cultural differences in terms of business negotiation management4. How to identify and solve cultural negotiation problems in international business negotiation
Monday, 19 July	Unit IV. Multi-culture Business Negotiation Management (Cont'd) <ol style="list-style-type: none">5. Negotiation characteristics: country cases6. Cultural codes of number7. research on typical Eastern/Western negotiation characteristic(s) from both the theoretical and the practical perspectives8. Discussion: alcohol, karaoke and other treatments, a specific cultural problem case of business negotiation for the west meeting the east
Tuesday, 20 July	Unit IV. Multi-culture Business Negotiation Management (Cont'd) <ol style="list-style-type: none">9. Guide and group simulation: a multi-party and multi-cultural international business negotiation Summary
Wednesday, 21 July	No lectures (preparation for final examination)
Thursday, 22 July	Final examination / Project presentations
Friday, 23 July	Meeting hours with students & LSS Farewell session

Online teaching methods and tools/software used:

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.

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.

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.

Course materials/List of readings:

Lecture slides copy and business negotiation cases/simulations

Readings:

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).

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.

Zhang 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 al., 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.

Online examination methods and evaluation criteria (weighted categories):

Assessment:

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 22nd 20%

Grading scale:

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	