



Undergraduate program
Course Syllabus
Intercultural Negotiations and Sales
 (ECTS 5)

The mission of ZSEM is to transfer values, knowledge, and skills that students need for long-term success in a globalized business world undergoing constant technological and market transformations.

LECTURERS

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Office hours: *by appointment via Zoom*

LECTURES

Lectures	24 hours (8sessions x 3hours)
Exercises	14 hours (14sessions x 1 hours)
Total	38 hours

CLASS SCHEDULE

According to the ZSEM's schedule

COURSE DESCRIPTION

Negotiations are necessary whenever you cannot attain your goals without the cooperation of others. They happen every day – with people you work with, live with, and meet in the store or the street.

This course provides a comprehensive introduction to concepts in negotiation, interpersonal effectiveness, and conflict resolution. We also look at the practice of intercultural sales. We will explore various types of negotiations, including integrative (win/win approach), distributive (win/lose approach), and various iterations of these two extremes. In addition, we discuss communication (face to face, virtual, verbal/nonverbal), emotion/perception (psychological intangibles), team/multiparty negotiations, and international negotiations and cultural differences. During this course, next to **reading and video materials** and **classhours** you will prepare to negotiate with your colleagues. This means you will prepare by reading materials for the class and also reading **role plays and scenarios**. Experiencing different negotiations setups, you will learn how to analyze your experience and prepare for situations in real life. You will also receive feedback from your colleagues in the scenarios.

The objective of this course is to teach students how planning, strategy, and knowledge can support goals in negotiation situations and help resolve organizational conflicts. Learning about theory from **textbooks and articles** will help you excel in your negotiation's preparation in real life situations. Upon successful completion of this course students should be able to:

- Negotiate effectively by analyzing negotiation situations;
- Apply appropriate strategies and tactics;
- Understand and practice the communication climate necessary for effective negotiations;
- Develop a deeper understanding of the negotiation process (preparation, opening offers, target points, bargaining, and settlement);
- Improve analytical skills and their understanding of cultural and international differences;
- Understand individual strengths and weaknesses in terms of personality and behaviors, which may influence negotiation processes and outcomes;
- Better navigate international sales and negotiations.

You will be working one-on-one as well as in team negotiations, engaging in discussions, and accessing resources that will enhance your ability to navigate your way through complex situations. You will be actively learning how to use case analyses and readings as well as experiencing real-world negotiations from a wide range of contexts. These scenarios range from some simple two-party negotiations to complex multiparty negotiations and will support the development of skills, strategies, and tactics that are applicable in work environments as well as in all facets of life. You will learn to communicate more effectively, recognize and develop alternatives, overcome barriers, and utilize your strengths in each class. As a result, your negotiating effectiveness should increase significantly as you delve into these negotiations each week.

COURSE DELIVERY

In this course, several teaching methods will be used:

- a) lectures
- b) videos
- c) case studies
- d) team and class discussions
- e) role plays

COURSE GOALS AND LEARNING OUTCOMES

	<u>Course Goals</u> <i>Students will:</i>	<u>Learning Outcomes</u> <i>After the completion of the exam students will:</i>
1.	Have the capacity for critical and analytical thinking.	Assess case studies and situations. Observe information and argue their choices.
2.	Communicate effectively (written) in a way appropriate for management positions.	Reflect through the paper using definitions and terms, throughout which they can create strategies and summarize the most important parts of theoretical knowledge.
3.	Be able to apply the acquired knowledge in new and unknown circumstances through a conceptual understanding of certain fields within a chosen discipline (management, negotiation).	Interconnect theoretical and practical knowledge through negotiations, sales, discussions and papers. Reorganize basic theoretical terms. Formulate managerial decisions while negotiating.

COURSE SCHEDULE

(The class schedule and dates for scheduled exams can also be found on the "Intercultural negotiation's Loomenpage")

<i>Course session</i>	<i>Chapters and titles of lectures</i>
Session 1-2	What is negotiation?
Session 3-4	International and cross-cultural negotiations and sales
Session 5-6	Strategy, tactics & perception
Session 7-8	Using power in negotiations
Session 9-10	Influence & Emotions
Session 11-12	Psychological Barriers
Session 13-14	Wrap-up & presentations

METHODOLOGY AND STUDENT WORKLOAD

<i>Element passing through midterms</i>	<i>Hours</i>
Class participation (all sessions)	38
Class readings (chapters, videos, etc.)	42
Negotiation scenarios - Individual reflection report (3 reports)	19
Collaborative learning group activities (3 meetings, 3 group reports)	20
Post-class reflection presentation	11
Total	130

<i>Element passing through midterms</i>	<i>ECTS</i>
Class Participation	2
Class Preparation	1,4
Individual reflection reports	0,6
Learning group reports	0,7
Post-class reflection presentation	0,3
Total	5 ECTS

GRADING SYSTEM

<i>Element passing through midterms</i>	<i>Points</i>
Class participation	20
Class activity	30
Individual reflection reports	20
Learning group reports	20
Post class reflection presentation	10
Total	100

To pass this course by the end of semester, students are obligated to have all components of the grade (for example: if a student didn't do the group seminar, they have to take the final exam). A student also has to attend 75% of the classes.

Scoring scale during semester

91 – 100 points	Excellent	(5)
81 – 90 points	Very Good	(4)
71 – 80 points	Good	(3)
61 – 70 points	Sufficient	(2)
< 60 points	Insufficient	(1)

NOTA BENE: The lecturer reserves the right to change the main topics, as well as any part of the course laid down in this document. The obligation of the lecturer is to timely notify orally and in written the students, and the obligation of students is to respect such notice and follow by it.

GRADE ELEMENTS

For a better understanding of different course evaluation elements, brief description of each is provided in the following text.

a) Class participation (20 points) and activity (30 points)

Active class participation will be marked. Students will be assigned in dyads and negotiate at least 5 times during the class. Your preparation before the class, discussion during the class, and meeting with your collaboration learning group are crucial for your successful class activity.

b) Individual reflection report (20 points)

An individual reflection report is a reflective exercise that allows you to critically assess your actions and learning experiences from class negotiations. You are required to submit **three individual reflection reports**, each up to 1,000 words. These reports should be completed individually and are due a few days after each negotiation exercise (always check the dates on Loomen for your assignments). Your report should include four key sections: 1) How you prepared for the negotiation (strategy, BATNA, etc.); 2) a concise description of what occurred during the negotiation exercise; 3) a critical insight you gained or lesson you learned; and 4) the implications of this insight for your approach to future negotiations. *Be prepared to video your negotiations to be able to inspect the negotiation process.*

c) **Learning group reports (20 points)**

To support your readings, materials, and negotiation scenarios, you will be assigned to a learning group with your peers. This group will have various tasks throughout the course, as outlined in the table on the last page. Your learning group will serve as a forum for discussing materials before and after each class, as well as a sounding board for your thoughts on negotiation scenarios you will prepare for class. To demonstrate your participation, you will submit a learning group report **three times, after every four sessions** (refer to the table for details) with notes about your meetings. These reports should summarize your ideas, answers, and discussions. We recommend using [Miro](#) as a free collaboration tool, where you can choose from various formats to facilitate your discussions. You can use this tool while connecting via Zoom, Skype, Teams, Meet, WebEx, or any other video conferencing platform.

d) **Post-class group reflection presentation (10 points)**

For this group presentation, you will provide a summary of your reflections on the class in a **form of a paper presentation (pptx)** and present this in the last week of the course. You'll present how the learning group's process evolved, using the reports you submitted via Loomen as a foundation. Some questions to guide your presentation include:

1. What did you learn?
2. Which knowledge, tools, and ideas can you take with you and apply in the future?
3. What aspects of this course did you find most interesting?
4. What inspired you to change something in your life or work?
5. What suggestions do you have for improving the course?

This presentation will be delivered during the **final two class sessions**.

STUDENT RESPONSIBILITIES

STUDENT OBLIGATIONS DURING SEMESTER

- In order to successfully complete this class, student is obligated to have all components of the grade present
 1. Attend more than 75% classes and/or exercises
- Students who do not attend at least 75% classes have to **re-enroll/re-take the class**.
- Active participation is expected.
- *Students are obligated to use Loomen for this class*, as it is part of the basic educational tools. All class materials will be posted on Loomen, along with all information on exams, deadlines, etc. Loomen is used as the primary communication channel with students.
- Students are prohibited from cheating or facilitating cheating. Other forms of academic misconduct will be corrected as deemed appropriate by the instructor. All forms of academic dishonesty will be sanctioned in accordance to ZSEM rules and procedures concerning academic misconduct.

PASSING COURSE VIA FINAL EXAMINATION

Each element of the grade is **mandatory**! If the student did not complete all elements, then they have to go through final examination. Since this is the experiential class for the final exam student will have to prepare:

- **8 outside of class negotiations** and
- present 4 papers demonstrating preparation, knowledge of relevant concepts, theories, and frameworks presented in this course.

This paper will also need to demonstrate reflection after the outside of the class negotiations. Papers need to have between 4000 and 6000 words. Positive grade on all four papers is a prerequisite for the written and oral examination.

Fourth attempt is to be held in front of commission which consists of written and oral examination.

RULES FOR APPLYING AND CANCELING THE FINAL EXAM AND GRADE SIGNING

- APPLICATION: at least 3 workdays before exam date via Studomat.
- CANCELATION: at least 1 workday before exam date via Studomat.
- When approaching oral examination students must bring their index/grade card.
- GRADE SIGNING: student is obliged to come to a grade signing which was posted after examination. Failing to come has to be justified by a valid document and a new date is to be agreed upon with the lecturer – otherwise the grade is cancelled
- If a student would like to refuse his grade, he/she is obliged to communicate that decision to course leader

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LITERATURE

Mandatory literature:

- Lewicki, R., Saunders, D., & Barry, B. (2007) *Negotiations*, 5th Edition, McGraw Hill
- Fisher, R., Ury, W., & Patton, B. (1992). *Getting to Yes: Negotiating agreement without giving in.*, Penguin Group
- Brown, D. (2010) *Negotiating*, Harpercollins Reference Hbacks ([link](#))
- Creative Solutions to Global Business Negotiations, Third Edition ([link](#))
- How to Negotiate Anything with Anyone Anywhere Around the World ([link](#))
- Getting to Yes with Yourself ([link](#))

Additional literature:

- Additional readings and material during the period of the course (all of the materials are available through Moodle)
- Role plays will be sent via your email, so it is crucial to confirm your email with the professor to have regular communication

	TOPICS	READINGS FOR THIS SESSION	POST CLASS ACTIVITIES	ACTIVITIES WITH COLLABORATIVE LEARNING GROUP
Session 1 09.09.	What is negotiations?	CHAPTER: Lewicki, Saunders and Barry – Chapter 1		DISCUSS: - readings - in-class experience, activities, videos, lectures - what have you learned/changed - Play the game and comment on the results
Session 2 12.09.	How do you negotiate? No class-asynchronous learning	CHAPTER: Fisher, Ury, & Patton, - Chapter 2 and 3	Watch William Ury talking about Getting to Yes on video	
Session 3 16.09.	International and cross-cultural negotiations	CHAPTER: Lewicki, Saunders and Barry – Chapter 16	Video by Pellegrino Riccardi on cross cultural communication	
Session 4 19.09.	International and cross-cultural negotiations	CHAPTER: Lewicki, Saunders and Barry – Chapter 16	Video from Kellogg School on trust in cross cultural negotiation	
Session 5 23.09.	Strategy and planning	ARTICLE: When Winning is Everything ARTICLE: Harvard Model of Negotiation	Watch the video on Harvard principles of Negotiation	DISCUSS: - readings, tests, simulations - in-class experience, activities, videos, lectures - what have you learned/changed
Session 6 26.09.	Tactics and perception No class-asynchronous learning	CHAPTER: Lewicki, Saunders and Barry – Chapter 4 OR CHAPTER: Fisher, Ury, & Patton, - Chapter 4	Watch Dan Shapiro video on The Five Core Concerns of Negotiations. Watch how body language shapes who we are on video with Amy Cuddy	
Session 7 30.09.	Power and relationship issue	CHAPTER: Lewicki, Saunders and Barry – Chapter 7 OR CHAPTER: Fisher, Ury, & Patton, - Chapter 5 and 6		
Session 8 03.10.	Power and relationship issue	ARTICLE: 3D Negotiations ARTICLE: Getting Past Yes: Negotiating as if Implementation Mattered	Video by Sally Sandberg about the power women need to take, about "leaning in" onto leadership	
Session 9 07.10.	Influence and Emotions	Use books from the syllabi and Perlego	Robert Cialdini - Science Of Persuasion	DISCUSS: - readings, tests, simulations - in-class experience, activities, videos, lectures - what have you learned/changed
Session 10 10.10.	Influence and Emotions	Use books from the syllabi and Perlego		
Session 11 14.10.	Psychological barriers	Use books from the syllabi and Perlego	The Psychology Behind Negotiation Ram Kakinada	
Session 12 17.10.	Psychological barriers	Use books from the syllabi and Perlego		
Session 13 21.10.	Wrap-up & post-class reflection presentation	potential guest lecturer		
Session 14 24.10.	Wrap-up & post-class reflection presentation			