



UNIVERSIDAD
esan

Course syllabus

International Negotiation

August – December 2015

VII Term

Lecturer

Jorge del Castillo

I. General features of the course

Course	: International Negotiation	Code Nr.	: 04448
Prerequisite	: Derecho Comercial	Quarter	: 2015-2
Credits	: 4	Cycle	: VII
Professor	: Jorge del Castillo	Email:	jdelcastillor@esan.edu.pe

II. Course summary

This course is theoretical and practical. It seeks at providing students with various negotiation tools and techniques in order to conduct international negotiations in the most efficient way possible within difficult conditions due to the complexity of a globalized world. As such, they will learn about various strategies and tactics of negotiation, taking into account miscellaneous contexts related to international business and different cultures through tailored made training techniques, case studies and negotiation simulations.

III. Objectives of the course

To make the students aware of the theoretical framework and the various approaches for developing negotiation strategies and tactics in miscellaneous situations and different cultural environments, from both the public and private sectors.

Thus, this course will enable the students to:

- Develop their ability for conducting negotiations from a general point of view, and within a cross-cultural environment, allowing them to detect and analyze threats and opportunities in order to face the challenges of a changing globalized environment.
- Focus on decision-making process, taking into account the development of the negotiation process and its impact for reaching a successful result.

IV. Learning goals

General

At the end of the course the student is able to analyze and understand the principles of international negotiation and to recognize the different tactics and styles used in international negotiations, having the necessary elements to develop a negotiating strategy at the international level.

Specific

After completing the course, the student:

- Demonstrates skills for oral expression and argumentation in supporting a report.
- Shows skills for influencing, inspiring & motivating individuals & groups.
- Works efficiently as member of a group.
- Demonstrates skills for critical thinking in the analysis of an issue and the alternatives for solving it.

- Proposes, establishes and defends alternative solutions on a given topic.
- Identifies the social responsibility of an organization versus his clients, suppliers and other stakeholders.
- Recognizes the ethical aspect of an issue & identifies the consequences from his actions & decisions.
- Explains the role of various economic agents and their interrelation.
- Knows the nature and modalities of International Trade and its respective rules & norms.
- Is conscious of the importance of cross-cultural relations in business management & is able to work with groups from different cultures.
- Identifies opportunities and challenges of globalization for companies and their impact on international markets.

V. Methodology

This course seeks at promoting the active participation of the student, making the learning sessions to combine exposure of the professor with the analysis of videos, readings, case studies as well as simulations of negotiation in various cultural contexts and situations to be developed individually or as a group.

The professor is acting as a “teacher-facilitator” and shall motivate course discussion and exchange of information about the covered topics between the participants to the course debates.

Several textbooks as well as readings consisting of a collection of authors and various topics are used throughout the course. That confirms the multicultural and dynamic characters of the course. It encourages students to work during the quarter with a critical and innovative spirit while developing their analytical skills and self-learning capacity.

VI. Evaluation system

The evaluation system is continuous and comprehensive. The final course grade will be obtained by averaging the continuous evaluation scheme (PEP = 50%), the midterm exam (EP = 25%) and the final evaluation which will be the negotiation of an International Sales Contract (EF = 25%). The final evaluation consists of each group representing a company from a previously selected country and while negotiating, all parties have to take into consideration different cultural / negotiating aspects from those countries as well as the different skills discussed in class and learned during the term.

The continuous evaluation scheme grading results from the weighted average of the evaluations that corresponds to the monitoring of the student’s learning process in terms of individual Reading Controls and Qualified Practices based on Case Studies / Group Workshops (Simulations of Negotiations) as well as attendance.

The average of these grades gives the final grade to the course.

The relative weight of each grade within the continuous evaluation scheme are described in the following table:

CONTINUOUS EVALUACIÓN SCHEME (PEP) 50%		
Description	Content	Weight (%)
Individual Reading Controls	Reading Controls	30
Individual or Group Practical Case Studies and workshops	Case Studies	50
Other activities	Individual Class Participation and Attendance	20

The final average grade (PF) is computed as follows:

$$PF = (0, 25 \times EP) + (0, 50 \times PEP) + (0, 25 \times EF)$$

VII. Scheduled content of the course

SEMANA	CONTENIDOS	ACTIVIDADES / EVALUACIÓN
<p>1°</p> <p><i>August 24th to 29th</i></p>	<p>INTRODUCTION TO THE COURSE</p> <p>1. Introduction of the participants to the course with statement of their motivations and objectives for the future actors of the negotiation to know each other.</p> <p>2. Organization of working groups for case studies and negotiation simulations.</p>	<p>Individual Presentation</p> <p style="text-align: center;">+</p> <p>Setting up of Negotiation Teams</p>
<p>2°</p> <p><i>August 31st to September 5th</i></p>	<p>GLOBALIZATION & INTERNATIONAL NEGOTIATIONS</p> <p>1. Introduction & presentation of the basic concepts</p> <p>2. Globalization vs. Internationalization</p> <p>3. Challenges in the International Negotiation</p> <p>Readings: (1) Chapter 1 (pag. 3 to 35 - (2) Chapter 8 (pag. 183 to 205) - (3) Reading 11.1 (pag. 373 to 384) / Reading 11.3 (pag. 390 to 396) When did globalization start? (The Economist), Let's admit it: Globalization has losers (NYT), Moises Naim: The End of Power. Chap 4: How power lost its edge.</p>	
<p>3°</p> <p>September 7th to 12th</p>	<p>BASIC TOOLS FOR A SUCCESSFUL NEGOTIATION</p> <p>1. Motivation</p> <p>2. Communication</p> <p>3. Negotiation</p> <p>4. Persuasion</p> <p>Readings: Optional Readings to be uploaded in the "Virtual Classroom"</p>	<p><u>Case Study # 1</u></p> <p>To Convince or Persuade</p> <p><i>(Individual assignment)</i></p>
<p>4°</p> <p>September 14th to 19th</p>	<p>ETHIC & RELATIONSHIP IN THE NEGOTIATION</p> <p>1. Ethics & Negotiation</p> <p>2. The relationship in the negotiations</p> <p>Readings: (2) Chapter 7 (pag. 162 to 182) - (3) Reading 7.1 (pag. 228 to 232) / Reading 7.2 (pag. 234 to 256) - Reading 7.2 (pages 234 to 256)</p>	<p><u>Reading Control # 1</u></p> <p><i>(required readings weeks # 2 & 4)</i></p>

<p>5°</p> <p>September 21st to 26th</p>	<p>CONFLICT, TRUST & THE NEGOTIATION</p> <ol style="list-style-type: none"> 1. Introduction to the basic concepts 2. The conflict 3. Solutions to conflicts <p>Readings: (2) Chapter 1 (pag. 1 to 21) - (3) Reading 1.1 (pag. 6 to 13) / Reading 13.1 (pag. 421 to 428) + Optional Readings to be uploaded in the "Virtual Classroom"</p>	<p><u>Case Study # 2</u></p> <p>How to manage a conflict</p> <p>+</p> <p>Quiz about Conflict Management Style</p> <p><i>(Individual assignments)</i></p>
<p>6°</p> <p>September 28th to October 3rd</p>	<p>PREPARATION TO THE NEGOTIATION</p> <ol style="list-style-type: none"> 1. An important step in the negotiating process in order to optimize the successful outcome of a negotiation. 2. How to better prepare a negotiation in order to reach the objectives. <p>Readings: (2) Chapter 2 (pag. 22 to 53) - (3) Reading 2.2 (pag. 60 to 67) - Reading 2.3 (pages 68 to 77) - (4) Chapter 2 (pag. 12 to 37) + Optional readings to be uploaded in the "Virtual Classroom"</p>	<p><u>Reading Control # 2</u></p> <p><i>(required readings Weeks # 5 & 6)</i></p>
<p>7°</p> <p>October 5th to 10th</p>	<p>Group Negotiation based on a practical case study</p>	<p>Group Presentation</p>
<p>8°</p> <p>October 12th to 17th</p>	<p>MIDTERM EXAM</p>	
<p>9°</p> <p>October 19th to 24th</p>	<p>TECHNICS & TACTICS OF NEGOTIATION</p> <ol style="list-style-type: none"> 1. How to manage the negotiation on an efficient way 2. The Harvard Method of Negotiation: Interests & Options 3. Solutions to conflicts in the negotiation: "Getting to Yes" <p>Readings: (2) Chapter 3 (pag. 54 to 87) / Chapter 4 (pag. 89 to 109) - (4) Chapter 7 (pag. 153 to 178) / Chapter 3 (pag. 38 to 68) / Chapter 4 (pag. 69 to 91) - (6) Chapters Chapter 1 (pag. 7 to 12) / Chapter 2 (Pag. 13 to 49) / Chapter 3 (pag. 49 to 58)</p>	<p><u>Case Study # 3</u></p> <p>Negotiating process using the Harvard Method</p> <p><i>(Group assignment)</i></p>

<p>10°</p> <p>October 26th to 31st</p>	<p>THE CROSS-CULTURAL CONTEXT OF NEGOTIATION</p> <ol style="list-style-type: none"> 1. Intercultural communication theories 2. Negotiating behavior in various cultural contexts 3. How to manage the cultural factors during the negotiation <p>Readings: (2) Reading 11.1 (pag. 373 to 384) - (5) Chapter 5 (pag. 93 to 118) / Chapter 7 (pag. 131 to 152) - (4) Chapter 10 (pag. 252 to 284)</p>	<p><u>Reading Control # 3</u></p> <p>(required readings Week # 9)</p>
<p>11°</p> <p>November 2nd to 7th</p>	<p>NEGOTIATING STYLES PER GEOGRAPHIC AREAS</p> <ol style="list-style-type: none"> 1. Europe (Northern & Central Europe, Southern Europe & Eastern Europe) 2. North America 3. Latin America 4. Asia 5. Arabic countries 6. Africa 7. Particularities of some countries <p>Readings: (3) Reading 11.2 (pag. 386 to 389) - A selection of Optional Readings about “Negotiating International Business” in various countries of the world + other Optional Readings uploaded in the “Virtual Classroom”</p>	
<p>12°</p> <p>November 9th to 14th</p>	<p>Linking International Negotiation Skills with local social conflict resolution</p> <p>What & how to negotiate within the framework of different economic interests</p> <p>Readings: Complementary Reading to be uploaded in the “Virtual Classroom”</p>	
<p>13°</p> <p>November 16th to 21st</p>	<p>Leadership and Negotiations Dynamics</p> <p>Readings: (5) Chapter 10 (pag. 187 to 202) / Chapter 11 (pag. 203 to 229)</p>	
<p>14°</p> <p>November 23rd to 28th</p>	<p><u>Final Evaluation Negotiation Workshop # 1</u></p> <p>Development of an International Negotiation</p>	<p>Negotiation Simulation Teamwork</p>

<p>15°</p> <p>November 30th to December 5th</p>	<p><u>Final Evaluation Negotiation Workshop # 2</u></p> <p>Conclusion & Analysis of an International Negotiation</p>	<p>Negotiation Simulation Teamwork</p>
<p>16°</p> <p>December 7th to 12th</p>	<p>FINAL EXAM</p>	

VIII. Literature

Textbooks (required readings)*

1. **Charles HILLS** (2009). International Business - Competing in the global Marketplace (Mc Graw Hill).
2. **Roy J. Lewicky, David M. Saunders, John W. Minton** (2001). Essentials of Negotiation - 2nd Edition - Mc Graw Hill.
3. **Roy J. Lewicky, David M. Saunders, John W. Minton** (1999). Negotiation (readings, exercises & cases) - 3rd Edition - McGraw Hill.
4. **Leigh L. Thompson** (2012). The Mind & Heart of the Negotiation - 5th Edition - Pearson
5. **Perwez Ghauri, Jean-Claude Usunier** (1996). International Business Negotiation - International Business Management Pergamon.
6. **Roger Fisher & William URY** (1981). Getting to Yes - Negotiating agreement without giving in. Houghton Cy. Boston.

** All of the required readings are digitalized and available in the "Virtual Classroom". The corresponding books can be found in the Graduate School Library.*

Complementary readings (optional but recommended)

All complementary readings shall be uploaded in the "Virtual Classroom". They are optional but recommended for a better understanding of the course material. They are not included in the reading controls.

IX. Professor

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