

Syllabus of the course International Negotiations

August - december 2018

X Cycle

Ricardo Guevara Bringas

I. General information of the course

Course:	International Negotiations	Credits: 3
Code:	02932	Semester: 2018-2
Requisite:	II Corporate Law (Mergers and Acquisitions), Legal English.	Cycle: X

Nombre del profesor	Dirección electrónica
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II. Outline of the course

The course provides insight into the theoretical framework and practical negotiation processes practiced in a variety of situations and in different economic, political and cultural contexts.

The course will develop analytical tools to discover optimal solutions to problems, a set of negotiation skills required to make these solutions accepted and implemented.

III. Objectives of the course

- To introduce you to the theoretical knowledge on negotiation.
- To understand international negotiation as a communication tool that allows the achievement of your goals based on respect, fairness, and legitimacy.
- To improve your communications skills emphasizing on active listening, persuasion and relationship-building.
- To develop your personal negotiation skills and provide you with a method for pursuing your learning during your career.

IV. Methodology

This course is based on an intensive participation of students. It is built around a series of negotiations exercises. After each exercises you will get feedback from the professor as well as from the student you performed the exercise.

Reading must be performed by students for every course. You may be asked to provide details and comments of every reading on very detailed basis for which you will be assessed.

V. Evaluation System

The evaluation system is permanent and comprehensive. The course grade is obtained by averaging the continuous assessment (40%), the midterm (30%) and final exam (30%). Ongoing evaluation is the weighted average of the corresponding assessments to track student learning process: reading assessments / research work / class participation / negotiation activities. The average of these scores gives the corresponding note.

Attendance is mandatory: students who exceed the amount of absences allowed by the university's rulebook and guidelines will not be able to take the final exam.

The concepts and their weight considered for the Permanent Evaluation (PEP) are the following:

Assessment (PEP) 40%		
Type of Evaluation	Description	Weight %
Reading Tests	6 Reading Tests, Several Readings assessments	50%
Negotiation Exercises	Several negotiation exercises/role-plays	30%
Presentations	One presentation	20%

The final average (PF) is obtained as follows:

$$PF = (0,30 \times EP) + (0,40 \times PEP) + (0,30 \times EF)$$

The attendance to the course is compulsory. The students that accumulate a number of absences to classes higher to the number of absences allowed by the university regulations will not be allowed to pass the course.

VI. Scheduled Content of the Course

WEEK	CONTENT	ACTIVITIES / EVALUATION
1° <i>From August the 20th to the 25th</i>	<p>UNIT 1. INTRODUCTION TO NEGOTIATION</p> <p>Learning outcome:</p> <ul style="list-style-type: none"> ➤ Understanding the concept of negotiation as a back-and forth communication. ➤ Distinguish the traditional bargaining model from the principled negotiation <p>Topic:</p> <p>Analyzing the Traditional Bargaining Model</p>	<ul style="list-style-type: none"> • Negotiation activity

<p>2°</p> <p><i>From August the 27th to September the 01st</i></p>	<p>Topic:</p> <p>Alternative to the Traditional Bargaining Model: The Principled Negotiation or the Negotiation on the Merits</p> <p>Readings:</p> <p>Competitive Conflict Escalation http://www.negotiations.com/case/competition-style/</p> <p>Comparing Distributive and Integrative Negotiation Strategies http://www.brighthubpm.com/methods-strategies/114091-comparing-distributive-and-integrative-negotiation-strategies/</p>	<ul style="list-style-type: none"> • Reading assesment 1 • Role play
<p>3°</p> <p><i>From September the 03rd to the 08th</i></p>	<p>UNIT 2. UNDERSTANDING PEOPLE TO BE ABLE TO NEGOTIATE: RELATIONSHIP AND COMMUNICATION</p> <p>Learning outcome:</p> <ul style="list-style-type: none"> ➤ Improve active listening skills ➤ Reinforce the capacity to monitor emotions when negotiating ➤ Awareness on the cultural aspects to take into account when negotiation at international level <p>Topic:</p> <p>The Importance of Communications and Active Listening in Negotiation</p> <p>Readings:</p> <p>Patton, B. (2005) Negotiation, in Moffit M. and Bordone R. <i>The Handbook of Dispute Resolution</i>, 1st edition, Jossey-Bass. pp. 279 - 285</p> <p>http://www.negotiations.com/articles/listening-skills/</p> <p>http://www.jobsite.co.uk/insider/negotiation-listening-skills-5196/</p>	<ul style="list-style-type: none"> • Conflict management style quiz • Discussion on the quiz results • Reading assesment 2
<p>4°</p> <p><i>From September the 10th to the 15th</i></p>	<p>Topic:</p> <p>The role of Perception and Emotions in Negotiations (Relationship)</p> <p>Readings:</p> <p>Shapiro, D. (2005) Enemies, Allies and Emotions, The Power of Positive Emotions in. Moffit M. and Bordone R. <i>The Handbook of Dispute Resolution</i>, 1st edition, Jossey-Bass. pp. 66-82</p>	<ul style="list-style-type: none"> • Reading assessment 3 • Discussion of readings • Role play

<p>5°</p> <p>From September the 17th to the 22nd</p>	<p>Topic:</p> <p>Communication: separating the problem with the people and dealing with difficult people</p> <p>Readings:</p> <p>Stone, D., Patton, B. and Heen, S. (2010), <i>Difficult Conversations, How to discuss what matters most</i>, Penguin Books, pp 3-20</p>	<ul style="list-style-type: none"> • Reading assessment 4 • Role play
<p>6°</p> <p>From September the 24th to the 29th</p>	<p>Topic:</p> <p>International Negotiation and Culture</p> <p>Readings:</p> <p>Jeswald W. Salacuse</p> <p>HTTP://IVEYBUSINESSJOURNAL.COM/TOPICS/GLOBAL-BUSINESS/THE- TOP-TEN-WAYS-THAT-CULTURE-CAN-AFFECT-INTERNATIONAL- NEGOTIATIONS#.U_PWCV10ZIU</p> <p>Case on VW's Long-Term Negotiation Thinking pays off in China http://www.negotiations.com/case/well-managed-negotiations/</p>	<ul style="list-style-type: none"> • Reading assessment 5 • Case discussion
<p>7°</p> <p>From October the 01st to the 06th</p>	<p>UNIT 3 UNDERSTANDING INTERESTS AND CREATING VALUE IN NEGOTIATIONS</p> <p>Learning outcome:</p> <ul style="list-style-type: none"> ➤ Becoming able not to see negotiation as the merely exchange of requests (positions) ➤ Becoming able to be creative as to generate options during a negotiation. <p>Topic:</p> <p>Interests vs Positions</p> <p>Readings:</p> <p>Fisher, R., Ury, W. and Patton, B. (2011) <i>Getting to yes: Negotiating an agreement without giving in</i>, 3rd edition, Penguin Books, pp 52 – 57</p>	<ul style="list-style-type: none"> • Reading assessment 6 • Negotiation exercise to be performed during the course
<p>8°</p> <p>From October the 8th to the 13th</p>	<p>MIDTERM EXAM</p>	

<p>9°</p> <p>From October the 15th to the 20th</p>	<p>Topic:</p> <p>Options and the Creation of Value</p> <p>Readings: Value Creation in Negotiation</p> <p>http://www.negotiations.com/articles/value-creation/</p>	<ul style="list-style-type: none"> • Discussion on readings • Negotiation exercise to be performed during the course
<p>10°</p> <p>From October the 22nd to the 27th</p>	<p>Topic:</p> <p>How to use objective criteria? (Legitimacy)</p> <p>Reading:</p> <p>Fisher, R., Ury, W. and Patton, B. (2011) <i>Getting to yes: Negotiating an agreement without giving in</i>, 3rd edition, Penguin Books, pp 93 - 96</p> <p>http://www.sfhgroup.com/blogs/news_and_articles/2005/09/02/using-objective-criteria-to-negotiate-better-agreements/</p>	<ul style="list-style-type: none"> • Negotiation exercises • Discussion on readings
<p>11°</p> <p>From October the 29th to November the 03^d</p>	<p>Unit 5 ROLE-PLAYS</p> <p>Learning outcome:</p> <ul style="list-style-type: none"> ➢ Enhancing students' ability to identify self-interest and the underlying interests of others ➢ Consolidating theoretical material <p>Topic:</p> <p>Determining your BATNA</p> <p>Reading:</p> <p>Fisher, R., Ury, W. and Patton, B. (2011) <i>Getting to yes: Negotiating an agreement without giving in</i>, 3rd edition, Penguin Books pp 119- 130</p>	<ul style="list-style-type: none"> • Negotiation exercise • Discussion on readings
<p>12°</p> <p>From November the 5th to the 10th</p>	<p>NEGOTIATION ROLE-PLAY</p> <p>Reading to be provided by the Professor before the course.</p> <p>Reading discussion and oral assessment</p>	
<p>13°</p> <p>From November the 12th to the 17th</p>	<p>Students Presentation on Professional and Ethical Dilemmas and multiparty negotiation</p> <p>NEGOTIATION ROLE- PLAY</p>	<ul style="list-style-type: none"> • Students Presentations • Discussion on readings • Negotiation exercise

	<p>Readings:</p> <p>Cohen, Jonathan R, A Taxonomy of Dispute Resolution Ethics, in Negotiation and Conflict Management in Moffitt, M. and Bordone R. The Handbook of Dispute Resolution, 1st edition, 2005. pp. 244 - 253</p> <p>http://www.negotiations.com/articles/multiparty-negotiation/</p>	
<p>14°</p> <p><i>From November the 19th to the 24th</i></p>	<p>Students Presentation on the book <i>Beyond Reason</i></p> <p>Students Presentation on the book <i>Beyond Winning</i></p> <p>Special Report Program on Negotiation at Harvard Law School. <i>Learn top strategies from sport contract negotiations</i></p> <p>Readings: Fisher R. and Shapiro D., (2005) <i>Beyond Reason, Using Emotions as You Negotiate</i>, Harvard Negotiation Project, 1st edition, Penguin Books.</p> <p>Scott R. Peppet and Andrew S. Tulumello (2000) <i>Beyond Wining. Negotiating to create value in deals and disputes.</i>The Belknap Press of Harvard Univesity Press.</p>	<ul style="list-style-type: none"> • Students Presentation
<p>15°</p> <p><i>From November the 26th to December the 01st</i></p>	<p>Multiparty Negotiations</p> <p>Readings:</p> <p>http://www.negotiations.com/articles/multiparty-negotiation/</p>	
<p>16°</p> <p><i>From December the 03rd to the 08th</i></p>	<p>FINAL EXAM</p>	

VII. Bibliography

- *Designing Systems and Processes for Managing Disputes*, by Nancy H. Rogers, Robert C. Bordone, Frank E.A. Sander, Craig A. McEwen (2013)
- *The Handbook of Dispute Resolution*, Michael L. Moffitt & Robert C. Bordone, Eds., (2005).
- *Getting to Yes: Negotiating Agreement Without Giving In*, 3d Ed., by Roger Fisher, Bill Ury, and Bruce Patton (2011).
- *Beyond Winning: Negotiating to Create Value in Deals and Disputes*, by Robert H. Mnookin, Scott R. Peppet, and Andrew S. Tulumello (2000).
- *Difficult Conversations: How to Discuss What Matters Most*, by Douglas Stone, Bruce Patton, and Sheila Heen (2010).
- *Beyond Reason: Using Emotions as You Negotiate* by Roger Fisher and Daniel Shapiro (2005).
- *Getting Past No: Negotiating Your Way from Confrontation to Cooperation*, by Bill Ury (1993).

- *Negotiation Genius: How to Overcome Obstacles and Achieve Brilliant Results at the Bargaining Table and Beyond* by Deepak Malhotra and Max H. Bazerman (2007).
- *Breaking Robert's Rules: The New Way to Run Your Meeting, Build Consensus, and Get Results* by Lawrence E. Susskind and Jeffrey L. Cruikshank (2006).
- *3-D Negotiation: Powerful Tools to Change the Game in Your Most Important Deals* by David Lax and James Sebenius (2007).
- *Barriers to Conflict Resolution*, Ed. Kenneth Arrow, Robert H. Mnookin, Lee Ross, Amos Tversky, and Robert Wilson, (1999).
- *Getting Disputes Resolved: Designing Systems to Cut the Cost of Conflict* by William Ury, Jeanne Brett, and Stephen Goldberg, (1993).
- *Negotiation Analysis: The Science and Art of Collaborative Decision Making* by Howard Raiffa with John Richardson and David Metcalfe (2002).
- *The Art and Science of Negotiation: How to Resolve Conflict and Get the Best out of Bargaining*, by Howard Raiffa (1985).
- *Women Don't Ask: Negotiation and the Gender Divide*, by Linda Babcock and Sara Laschever (2003).
- *Bargaining with the Devil: When to Negotiate, When to Fight*, by Robert H. Mnookin (2010).
- *Negotiations: New Dealmaking Strategies for a Competitive Marketplace*, by Guhan Subramanian (2010).
- *Thinking Strategically: The Competitive Edge in Business, Politics, and Everyday Life*, by Avinash K. Dixit and Barry J. Nalebuff (1991).
- *Negotiation Journal: On the Process of Dispute Settlement*, published quarterly in cooperation with the Program on Negotiation at Harvard Law School.
- *Harvard Negotiation Law Review: A Multidisciplinary Journal on Dispute Resolution*, published annually by the Harvard Negotiation Law Review at Harvard Law School, www.hnlr.org.
- *Dispute Resolution Magazine*: published quarterly by the American Bar Association Section on Dispute Resolution; the largest circulation magazine in the conflict resolution field.
- *Ohio State Journal on Dispute Resolution*: published quarterly by students at the Ohio State University Law School; a leading journal on negotiation and dispute resolution.
- *Negotiation Briefings*: Published monthly by the Program on Negotiation at Harvard Law School.

IX. Lecturer

Ricardo Guevara Bringas

Additional Information

Mr. Guevara Bringas is a lawyer from the School of the Bar of Paris and PUCP. He graduated from the University of Paris I Pantheon Sorbonne (Master in International Economic Law) and Bristol University (Master in Commercial Law). He performed the Negotiation program for lawyers and executives at Harvard Law School. He was an associate lawyer with Lussan & Associés, Paris, and Ernst & Young Paris at International Merger & Acquisitions department. He is the managing partner of RGB AVOCATS, law firm focused on foreign investment in Peru. He is the author of the chapter of "The Legal Protection for Foreign Investment" published with a professor of Oxford University. He has led and participated in many international transactions and advises French, US and European parent companies in their investments Peru and especially in infrastructure projects in Peru. He is the legal representative of various French industrial groups in Peru. He is the President of the Chamber of Commerce Franco-Peruvian and an arbitrator with the Chamber of Commerce of Lima.