



UNIVERSIDAD
esan

Course syllabus

International Negotiation

March – July 2019

Term VII

Del Castillo, Jorge

I. General features of the course

Nombre del curso:	International Negotiation		
Prerrequisito:	Derecho Comercial	Código:	04448
Precedente:	-	Semestre:	2019-1
Créditos:	3	Ciclo:	VII
Horas semanales:	4	Modalidad del curso:	Presencial
Tipo de Curso y Carreras	Curso obligatorio: Economía y Negocios Internacionales	Coordinador del curso:	Franciskovic Ingunza Jubitza jfranciskovic@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:

- Underscore the importance to be aware of interculturality in business management.
- Identify opportunities and challenges that globalization presents to companies and the impact of globalization on the market.
- 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 and contributes in order to complete established goals.
- 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. Eventually, there will be one field visit to have first-hand experience in relation to a class topic. The professor will be ready to attend any doubt or question about the X-Culture development guide at any time in class

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, an intercultural experience denominated X-Culture 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 is described in the following table:

CONTINUOUS EVALUACIÓN SCHEME (PEP) 50%		
Description	Content	Weight (%)
Individual Reading Controls	Reading Controls	30
X- Culture Team Project	Team Report + Final group report	50*
Case studies / Debates	Individual Class Participation and Attendance	20

*weights are as follows: team report (25%), peer evaluations (25%), weekly evaluations (25%) and final individual report (25%)

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>LEARNING UNIT I: GLOBALIZATION & INTERNATIONAL NEGOTIATIONS: BASIC TOOLS FOR A SUCCESSFUL NEGOTIATION.</p> <p>LEARNING GOALS:</p> <ul style="list-style-type: none"> • Underscore the importance to be aware of interculturality in business management. • Identify opportunities and challenges that globalization presents to companies and the impact of globalization on the market. • 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 and contributes in order to complete established goals. • 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. 		
<p>1° March 21nd - 27th</p>	<p>1.1. INTRODUCTION TO THE COURSE</p> <p>1.1.1. 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>1.1.2. Organization of working groups for case studies and negotiation simulations.</p>	<p>Individual Presentation + Setting up of Negotiation Teams</p>
<p>2° March 28th - April 3rd</p>	<p>1.2 GLOBALIZATION & INTERNATIONAL NEGOTIATIONS</p> <p>1.2.1. Introduction & presentation of the basic concepts</p> <p>1.2.2. Globalization vs. Internationalization</p> <p>1.2.3. Challenges in International Negotiations</p> <p>Readings:</p> <p>Hills, C. (2018). Chapter 1: International Business: Competing in the global Marketplace (pp.3-35). 12th Ed., USA: New York: Mc Graw Hill.</p> <p>Lewicky, R., Saunders, D., Minton, J. (2010). Chapter 8. Essentials of Negotiation. (pp. 183-205) 5th Ed, USA, New York: Mc Graw Hill.</p> <p>Naim, M. (2013): The End of Power. New York: Gilden Media</p> <p>Stiglitz, J. (2016) Globalization and its new discontents. New York: Columbia Business School</p> <p>Let's admit it: Globalization has losers. (2011). <i>New York Times</i></p> <p>The World Economy: an open and shut case. (2017). <i>The Economist</i></p> <p>When did globalization start. (2013). <i>The Economist</i>.</p>	<p>Debate: Free movement vs Immigration Bans</p>

<p>3° April 4th – 10th</p>	<p>1.3. BASIC TOOLS FOR A SUCCESSFUL NEGOTIATION</p> <p>1.3.1. Motivation 1.3.2. Communication 1.3.3. Negotiation 1.3.4. Persuasion</p>	<p><u>Case Study # 1</u> Oil Case</p> <p>Delivery of X- Culture Development Guide</p>
<p>Readings:</p> <p>Optional Readings to be uploaded in the “Virtual Classroom”</p>		
<p>LEARNING UNIT II: ETHIC & RELATIONSHIP IN THE NEGOTIATION: CONFLICT, TRUST AND PREPARATION.</p> <p>LEARNING GOALS:</p> <ul style="list-style-type: none"> • <i>Underscore the importance to be aware of interculturality in business management.</i> • <i>Identify opportunities and challenges that globalization presents to companies and the impact of globalization on the market.</i> • <i>Recognizes the ethical aspect of an issue & identifies the consequences from his actions & decisions.</i> • <i>Explains the role of various economic agents and their interrelation.</i> • <i>Knows the nature and modalities of International Trade and its respective rules & norms.</i> 		
<p>4° April 11th – 17th</p>	<p>2.1. ETHICS & RELATIONSHIP IN THE NEGOTIATION</p> <p>2.1.1. Ethics & Negotiation 2.1.2. The relationship in the negotiations</p>	<p><u>Reading Control # 1</u></p> <p>(required readings weeks # 2 & 4)</p>
<p>Readings:</p> <p>Lewicky, R., Saunders, D., Minton, J. (2010). Chapter 7: Essentials of Negotiation. (pp. 162-182) 5th Ed, USA, New York: Mc Graw Hill.</p>		
<p>5° April 22nd – 27th</p>	<p>2.2. CONFLICT, TRUST & THE NEGOTIATION</p> <p>2.2.1. Introduction to the basic concepts 2.2.2. The conflict 2.2.3. Solutions to conflicts</p>	<p><u>Case Study # 2</u></p> <p>Sunset Bank</p>
<p>Readings:</p> <p>Lewicky, R., Saunders, D., Minton, J. (2010). Chapter 1: Essentials of Negotiation. (pp. 1-21) 5th Ed, USA, New York: Mc Graw Hill.</p>		
<p>6° April 29th – May 4th</p>	<p>2.3. PREPARATION TO THE NEGOTIATION</p> <p>2.3.1. An important step in the negotiating process in order to optimize the successful outcome of a negotiation. 2.3.2. How to better prepare a negotiation in order to reach the objectives.</p>	<p><u>Case Study # 3</u> Tomatoleche</p>
<p>Readings:</p> <p>Lewicky, R., Saunders, D., Minton, J. (2010). Chapter 2: Essentials of Negotiation. (pp. 22-53) 5th Ed, USA, New York: Mc Graw Hill.</p> <p>Thompson, L. (2014). Chapter 2: <i>The Mind & Heart of the Negotiator</i> (pp.12-37). 6th Edition, USA, New York: Pearson</p>		

<p>7° May 6th - 11th</p>	<p>2.4. TEAM PROJECT PRESENTATIONS</p>	<p><u>Reading Control # 2</u> (required readings Weeks # 5 & 6) Debate: Uber vs TaxiCabs</p>
<p>8° May 13th - 18th 14th - 19th</p>	<p>MIDTERM EXAM</p>	
<p>9° May 20th - 25th</p>	<p>2.5. TECHNICS & TACTICS OF NEGOTIATION</p> <p>2.5.1. How to manage the negotiation on an efficient way 2.5.2. The Harvard Method of Negotiation: Interests & Options 2.5.3. Solutions to conflicts in the negotiation: "Getting to Yes"</p> <p>Readings:</p> <p>Lewicky, R., Saunders, D., Minton, J. (2010). Chapter 2: Essentials of Negotiation. (pp. 54-87), Chapter 4 (pp.89-109) 5th Ed, USA, New York: Mc Graw Hill.</p> <p>Thompson, L. (2014). Chapter 7: The Mind & Heart of the Negotiator (pp.153-178), Chapter 3 (pp. 38-68), Chapter 4 (pp. 69-91). 6th Edition, USA, New York: Pearson</p> <p>Fisher, R., Ury, W. (2011). Chapter 1: Getting to Yes: Negotiating agreement without giving in. (pp. 7-12), Chapter 2 (pp.13.49), Chapter 3 (pp.49-58), 3rd Ed., USA, New York: Penguin Books - (6) Chapters</p>	<p>Negotiating process using the Harvard Method</p> <p>Case "El cóndor"</p>
<p>10° May 27th - June 1st</p>	<p>2.6. THE CROSS-CULTURAL CONTEXT OF NEGOTIATION</p> <p>2.6.1. Intercultural communication theories 2.6.2. Negotiating behavior in various cultural contexts 2.6.3. How to manage the cultural factors during the negotiation</p> <p>Readings:</p> <p>Perwez Ghauri, J. (2003). Chapter 5: International Business Negotiation: International Business Management (pp. 93-118), Chapter 7 (pp.131 – 152) 2nd Ed., USA, New York: Pergamon.</p> <p>Thompson, L. (2014). Chapter 10: The Mind & Heart of the Negotiator (pp.252-284), 6th Edition, USA, New York: Pearson</p>	<p><u>Reading Control # 3</u></p> <p>(required readings Week # 9)</p>
<p>LEARNING UNIT III: INTERNATIONAL NEGOTIATIONS: GEOGRAPHIC AREAS AND LEADERSHIP AND NEGOTIATIONS DYNAMICS</p> <p>LEARNING GOALS:</p> <ul style="list-style-type: none"> • Shows skills for influencing, inspiring & motivating individuals & groups. • Works efficiently as member of a group and contributes in order to complete established goals. • Demonstrates skills for critical thinking in the analysis of an issue and the alternatives for solving it. • 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. 		

<p>11° June 3rd – 8th</p>	<p>3.1. NEGOTIATING STYLES PER GEOGRAPHIC AREAS</p> <p>3.1.1. Europe (Northern & Central Europe, Southern Europe & Eastern Europe)</p> <p>3.1.2. North America</p> <p>3.1.3. Latin America</p> <p>3.1.4. Asia</p> <p>3.1.5. Arabic countries</p> <p>3.1.6 Africa</p> <p>3.1.7 Particularities of some countries</p>	<p>Debate: Legalization of Euthanasia</p>
<p>Readings:</p> <p>Hofstede, G., Minkov, M. (2010) Cultures and Organizations: Software of the Mind. (pp.1-29) 3rd. Ed.</p>		
<p>12° June 10th – 15th</p>	<p>3.2. LINKING INTERNATIONAL NEGOTIATION SKILLS WITH LOCAL SOCIAL CONFLICT RESOLUTION</p> <p>3.2.1. What & how to negotiate within the framework of different economic interests</p>	<p><u>Case Study # 4</u></p> <p>Negotiating process using the Harvard Method</p> <p>Football Player Hiring</p>
<p>Readings:</p> <p>Complementary Reading to be uploaded in the “Virtual Classroom”</p>		
<p>13° June 17th – 22nd</p>	<p>3.3. LEADERSHIP AND NEGOTIATIONS DYNAMICS</p>	<p>Delivery Final X-Culture Assignment and Individual Report</p>
<p>Readings:</p> <p>Perwez Ghauri, J. (2003). Chapter 10: International Business Negotiation: International Business Management (pp. 187-202), Chapter 11 (pp.203-229) 2nd Ed., USA, New York: Pergamon.</p>		
<p>14° June 24th – 29th</p>	<p>3.4. BANK MERGING NEGOTIATION</p>	<p>Delivery Final X-Culture Assignment and Individual Report</p> <p>Negotiation Simulation Teamwork</p> <p><u>Reading Control # 4</u></p>
<p>15° July 1st – 6th</p>	<p>3.5. <u>FINAL EVALUATION NEGOTIATION WORKSHOP</u></p> <p>3.6. CONCLUSION & ANALYSIS OF NEGOTIATION</p>	<p>Negotiation Simulation Teamwork</p>
<p>16° July 8th – 13th</p>	<p>FINAL EXAM</p>	

VIII. Literature

Textbooks (required readings)*

Hills, C. (2018). *International Business: Competing in the global Marketplace* (12th Ed.), USA: New York: Mc Graw Hill.

Hofstede, G., Minkov, M. (2010) *Cultures and Organizations: Software of the Mind*. 3rd. Ed. USA: New York: Mc Graw Hill.

Lewicky, R., Saunders, D., Minton, J. (2010). *Essentials of Negotiation* (5th Ed), USA, New York: Mc Graw Hill.

Lewicky, R., Saunders, D., Minton, J. (2002). *Negotiation: Readings, exercises & cases* (4th Ed.), USA, And New York: McGraw Hill.

Thompson, L. (2014). *The Mind & Heart of the Negotiator* (6th Edition), USA, New York: Pearson.

Perwez Ghauri, J. (2003). *International Business Negotiation: International Business Management* (2nd Ed.), USA, New York: Pergamon.

Fisher, R., Ury, W. (2011). *Getting to Yes: Negotiating agreement without giving in*. (3rd Ed.), USA, New York: Penguin Books.

** All of the required readings are digitalized and available in the “Virtual Classroom”. The corresponding books can be found in the Graduate School Library. Textbooks are in the process of being updated to their last edition and will be at disposal in the virtual classroom when they become available.*

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. Laboratory

Not Required

X. Professor

Jorge del Castillo

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