



Course Syllabus

International Negotiation

March - July 2025

Term VII

Del Castillo Reyes, Jorge

I. General features of the course

Nombre del curso:	International Negotiation		
Prerrequisito:	Derecho Comercial	Código:	00828
Precedente:	-	Semestre:	2025-1
Créditos:	4	Ciclo:	VII
Horas semanales:	4	Modalidad del curso:	Presencial
Tipo de Curso y Carreras	Curso obligatorio: Economía y Negocios Internacionales	Coordinador del curso:	Pablo Boza pboza@esan.edu.pe

II. Course summary

This course is theoretical and practical. It seeks to provide 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 the 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 of being 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 a 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 to promote 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 or guest speakers.

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.

Students will be taking part of the InduTwin Program, which is designed to be an exercise where you will have to put into practice your oratory and synthesis skills in English to present an argument about Circular Economy. Students must show abilities to work autonomously as well as in intercultural groups.

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 = 70%) and the final exam (EF= 30%).

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 is described in the following table:

CONTINUOUS EVALUATION SCHEME (PEP) 70%		
Description	Content	Weight (%)
Individual Reading Controls	Reading Controls	40

InduTwin Program	Individual and group deliverables	30
Case studies / Debates	Individual Class Participation and Attendance	30

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

$$PF = (0, 70 \times PEP) + (0, 30 \times EF)$$

Where:

PF = FINAL AVERAGE

EF = FINAL EXAM

PEP = PERMANENT EVALUATION SCHEME

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 of being 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 a 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 17th to 22nd</p>	<p>1.1. INTRODUCTION TO THE COURSE</p>	<p>Individual Presentation +</p>

	<p>1.1.1. Introduction of the participants to the course with statements 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>	Setting up of Negotiation Teams
<p>2°</p> <p>April 24th to 29th</p>	<p>1.2 GLOBALIZATION & INTERNATIONAL NEGOTIATIONS</p> <p>1.2.1. Introduction & presentation of the basic concepts</p> <p>1.2.2. Trust in Business relations</p> <p>1.2.3. Globalization vs. Internationalization</p> <p>1.2.4. Challenges in International Negotiations</p>	<p><u>Debate:</u></p> <p>Globalization: New ideas of Globalization</p>
	<p>Readings:</p> <p>Jammal, E., Leistikow, M., & Kilian-Yasin, K. (2010). <i>Trust and Culture: Conceptualization and Intercultural Training Implications in German-Arab Business Relationships</i>. (pp. 1- 11) Shaker Verlag.</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>N/A (Jan 12th, 2023). The destructive new logic that threatens globalization. The Economist. https://www.economist.com/leaders/2023/01/12/the-destructive-new-logic-that-threatens-globalisation</p> <p>The World Economy: an open and shut case. (2017). <i>The Economist</i></p> <p>Beckley, M., Kendall-Taylor, A., Kofman, M., Blanchette, J., Hass, R., Maloney, S. (January-February 2025). The Strange Triumph of a Broken America. <i>Foreign Affairs</i>, 104 (1), 1-212.</p>	
<p>3°</p> <p>March 31st to April 05th</p>	<p>1.3. BASIC TOOLS FOR A SUCCESSFUL NEGOTIATION</p> <p>1.3.1. Motivation</p> <p>1.3.2. Communication</p> <p>1.3.3. Negotiation</p> <p>1.3.4. Persuasion</p>	<p><u>Case Study # 1</u></p> <p>Oil purchase dynamic</p> <p>Introduction to the InduTwin Program</p>

	Readings: Optional Readings to be uploaded in the “Virtual Classroom”	
LEARNING UNIT II: ETHIC & RELATIONSHIP IN THE NEGOTIATION: CONFLICT, TRUST AND PREPARATION. LEARNING GOALS: <ul style="list-style-type: none">● <i>Underscore the importance of being 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>		
4° April 07 th to 12 nd	2.1. ETHICS & RELATIONSHIP IN THE NEGOTIATION 2.1.1. Ethics & Negotiation 2.1.2. The relationship in the negotiations	<u>Reading Control # 1</u> <i>(required readings weeks # 2 & 4)</i> Registration at ILIAS
	Readings: Lewicky, R., Saunders,D., Minton, J. (2010). Chapter 7: Essentials of Negotiation. (pp. 162-182) 5th Ed, USA, New York: Mc Graw Hill.	
5° April 14 th to 19 th	2.2. CONFLICT, TRUST & THE NEGOTIATION 2.2.1. Introduction to the basic concepts 2.2.2. The conflict 2.2.3. Solutions to conflicts 2.2.4. The Trust dilemma: Trust in an Intercultural Context	<u>Case Study # 2</u> Sunset Bank Team Assignment at ILIAS
	Readings: Lewicky, R., Saunders, D., Minton, J. (2010). Chapter 1: Essentials of Negotiation. (pp. 1- 21) 5th Ed, USA, New York: Mc Graw Hill. Jammal, E., Leistikow, M., & Kilian-Yasin, K. (2010). <i>Trust and Culture: Conceptualization and Intercultural Training Implications in German-Arab Business Relationships.</i> (pp. 12- 18) Shaker Verlag.	

<p>6°</p> <p>April 21th to 26th</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.</p> <p>2.3.2. How to better prepare a negotiation in order to reach the objectives.</p>	<p><u>Debate:</u></p> <p>Russia-Ukraine negotiations</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>N/A. (Jan 14th, 2023). A copycat insurrection and its troubling aftermath. <i>The Economist</i>. https://www.economist.com/the-americas/2023/01/12/a-copycat-insurrection-in-brazil-and-its-troubling-aftermath.</p> <p>N/A. (Jan 12th, 2023). Punish those who broke the law, but govern inclusively. <i>The Economist</i>. https://www.economist.com/leaders/2023/01/12/how-brazil-should-deal-with-the-bolsonarista-insurrection.</p>	
<p>7°</p> <p>April 28th to May 03rd</p>	<p>2.4. PROMINENT NEGOTIATORS: HENRY KISSINGER AND NELSON MANDELA'S KEY ACCOMPLISHMENTS</p>	<p><u>Reading Control # 2</u> (required readings Weeks # 5 & 6)</p>
	<p>Readings:</p> <p>Henry A. Kissinger as Negotiator: Background and Key Accomplishments: https://hbsp.harvard.edu/tu/efb31c61</p> <p>"Doer's Profile" Nelson Mandela (1918-): https://hbsp.harvard.edu/tu/a9fbd881</p> <p>Values-Based Leadership Across Difference: The Life and Legacy of Nelson Mandela: https://hbsp.harvard.edu/tu/802f16fe</p>	
<p>8°</p> <p>April 05th to May 10th</p>	<p>2.5. NEGOTIATION AND DISCUSSION: METRO OF LIMA CASE</p>	<p>Group negotiation with final deliverable</p>

<p>9°</p> <p>May 12th to May 17th</p>	<p>2.5. TECHNICS & TACTICS OF NEGOTIATION</p> <p>2.5.1. How to manage the negotiation in an efficient way</p> <p>2.5.2. The Harvard Method of Negotiation: Interests & Options</p> <p>2.5.3. Solutions To conflicts in the negotiation: “Getting to Yes”</p> <p>2.5.4. Negotiate to win: The 21 Rules for a successful negotiation</p>	<p>Negotiating process using the Harvard Method</p> <p>Discussion: ENTA water treatments projects</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>10°</p> <p>May 19th to 24th</p>	<p>2.6. THE CROSS-CULTURAL CONTEXT OF NEGOTIATION</p> <p>2.6.1. Intercultural communication theories</p> <p>2.6.2. Negotiating behavior in various cultural contexts</p> <p>2.6.3. How to manage the cultural factors during the negotiation</p>	<p><u>Reading Control # 3</u> (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 a 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 		

<p>solving it.</p> <ul style="list-style-type: none"> ● <i>Knows the nature and modalities of International Trade and its respective rules & norms.</i> ● <i>Is conscious of the importance of cross-cultural relations in business management & is able to work with groups from different cultures.</i> ● <i>Identifies opportunities and challenges of globalization for companies and their impact on international markets.</i> 		
<p>11°</p> <p>May 26th to 31st</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><u>Debate:</u> <i>Peace deals with armed groups vs. Crushing the enemy within</i></p>
	<p>Reading: Hofstede, G., Minkov, M. (2010) Cultures and Organizations: Software of the Mind. (pp.1-29) 3rd. Ed.</p> <p>Kissinger, H. (1979). White House years. Boston: Little, Brown. US-Soviet Relations: Ch. 5, 13, 20, 28. Chile: Ch. 17</p> <p>N/A. (Feb 8th, 2023). Can Colombia's mercurial president bring "total peace"? <i>The Economist</i>. https://www.economist.com/the-americas/2023/02/08/can-colombias-mercurial-president-bring-total-peace</p>	
<p>12°</p> <p>June 02nd to 07th</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> <i>Negotiating process using the Harvard Method</i></p> <p>Football Player Hiring</p>
	<p>Reading: Rangan, V. (2008). Corporate Responsibility & Community Engagement at the Tintaya Copper Mine. Harvard Publishing Review</p>	

13° June 09 th to 14 th	3.3. LEADERSHIP AND NEGOTIATIONS DYNAMICS	<u>Debate:</u> <i>Transgender athletes inclusiveness vs. Biological females competition</i>
	Reading: Pervez 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.	
14° June 16 th to 21 th	3.4. ELEVATOR PITCH	<u>Reading Control # 4</u>
15° June 23 rd to 28 th	3.5. CONCLUSION & ANALYSIS OF NEGOTIATION: MOUNT EVEREST CLIMBING NEGOTIATION.	Negotiation Simulation Teamwork <u>Debate:</u> Legalization of Euthanasia
16° June 30 th to July 05 th	FINAL EXAM	

VIII. Literature

Textbooks (required readings)*

Beckley, M., Kendall-Taylor, A., Kofman, M., Blanchette, J., Hass, R., Maloney, S. (January-February 2025). The Strange Triumph of a Broken America. *Foreign Affairs*, 104 (1), 1-212.

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

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. (2002). *Negotiation: Readings, exercises & cases* (4th Ed.), USA, And New York: McGraw Hill.

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

N/A (Jan 12th, 2023). The destructive new logic that threatens globalization. *The Economist*. <https://www.economist.com/leaders/2023/01/12/the-destructive-new-logic-that-threatens-globalisation>

N/A. (Feb 8th, 2023). Can Colombia's mercurial president bring "total peace"? *The Economist*. <https://www.economist.com/the-americas/2023/02/08/can-colombias-mercurial-president-bring-total-peace>

N/A. (Jan 12th, 2023). Punish those who broke the law, but govern inclusively. *The Economist*. <https://www.economist.com/leaders/2023/01/12/how-brazil-should-deal-with-the-bolsonarista-insurrection>.

N/A. (Jan 14th, 2023). A copycat insurrection and its troubling aftermath. *The Economist*. <https://www.economist.com/the-americas/2023/01/12/a-copycat-insurrection-in-brazil-and-its-troubling-aftermath>.

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

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

** 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

jdelcastillor@esan.edu.pe