

Course Syllabus

International Negotiation

August – December 2026

Lecturer

Del Castillo Reyes, Jorge

I. General features of the course

Nombre del curso:	International Negotiation		
Prerrequisito:	Management Theory, Derecho Minero & Sostenibilidad	Código:	00828
Precedente:	-	Semestre:	2026-2
Créditos:	3	Ciclo:	X
Horas semanales:	3	Modalidad del curso:	Face-to-Face classes
Tipo de Curso y Carreras	Curso obligatorio: Corporate Law	Professor:	Jorge del Castillo jdelcastillor@esan.edu.pe

II. Course summary

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. We will work on negotiation preparation and decision-making under uncertainty. The course could emphasize that effective negotiation involves diagnosis, preparation, strategy, communication and implementation

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.
- To develop a structured negotiation preparation method that students can apply before, during and after a negotiation.

IV. Learning outcome

At the end of the semester, each student should be able to:

- Understand the concept of negotiation as a back-and forth communication.
- Distinguish the traditional bargaining model from the principled negotiation.
- Improve active listening skills.
- Reinforce the capacity to monitor emotions when negotiating.
- Become aware off the cultural aspects to take into account when negotiating at the international level.

- Distinction between cultural patterns and individual behavior, avoiding stereotypes. High/low-context communication, hierarchy, time orientation and relationship-building could be introduced.
- Not to see negotiation merely as the exchange of requests (positions).
- Be creative in order to generate options during a negotiation.
- “Creating value” and “claiming value”, including trade-offs, package deals, logrolling and contingent agreements.
- Identify self-interest and the underlying interests of others.
- Develop logical reasoning abilities and critical thinking.
- Show commitment with ethical behavior and assume the responsibilities inherent to the teamwork assigned to the course.
- Develop oral and written communication abilities in their assignments and other academic activities.
- Develop oral expression and argumentation skills in the presentation of their academic work and activities.
- Demonstrate skills in written communication, academic writing and presentation.
- Work effectively in teams and contribute to the achievement of goals.
- Recognize and assume commitment to ethical behavior in different decisions and their consequences.
- Demonstrate logical thinking skills and critical analysis of a problem, as well as proposing, arguing and defending alternative solutions to a given issue.
- Apply decision-making models and use techniques that support managerial decisions, especially in the legal field.
- Recognize in their learning the objectives of sustainable development and governance in the field of administrative law.

v. Methodology

The course methodology combines theoretical and practical instruction by the professor with continuous student participation through both ongoing assessment and a final assessment.

The purpose of the ongoing assessment is to evaluate student learning continuously and consistently throughout the course. To this end, various practical and dynamic activities are planned, utilizing methodologies such as Problem-Based Learning (PBL), Challenge-Based Learning (CBL), and the case study method combined with role-playing. Activities combining methodologies—such as case analysis based on real-world problems and the "flipped classroom" approach—are also included; in these, students will explore notably actual business law issues and propose solutions using new technologies (ICTs) and Artificial Intelligence (AI). Class participation represents a fundamental contribution by students to the course's progress through relevant opinions and reflections. Course attendance is mandatory. Students who exceed the maximum number of absences permitted by regulations will not be eligible to take the final assessment.

The final assessment aims to evaluate the integration of knowledge regarding the subject matter covered during the course. Students are expected to demonstrate the knowledge, competencies, and skills they have acquired.

VI. Evaluation system

The evaluation system is permanent and comprehensive. The course grade is obtained by averaging the continuous assessment (70%) and final exam (30%).

Attendance is mandatory: students who exceed the number 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) 70%		
Description	Content	Weight (%)
Individual Reading Controls	Reading Controls	30
Indutwin Research Project	Peer evaluations	40
Practical Activities / Case studies / Debates	Class activities: Challenge-Based Learning (CBL), Problem-Based Learning (PBL), role-playing, flipped classroom	30

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

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

Where:

PF = FINAL AVERAGE

EP = MIDTERM EXAM

EF = FINAL EXAM

PEP = PERMANENT EVALUATION SQUEME

VII. Scheduled content of the course

SEMANA	CONTENIDOS	ACTIVIDADES / EVALUACIÓN
LEARNING UNIT I: GLOBALIZATION & INTERNATIONAL NEGOTIATIONS: BASIC TOOLS FOR A SUCCESSFUL NEGOTIATION. LEARNING GOALS: 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.		
1° August 17th to 22nd	1.1. INTRODUCTION TO THE COURSE 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. 1.1.2. Organization of working groups for case studies and negotiation simulations.	Individual Presentation + Setting up of Negotiation Teams
2° August 24th to 29th	1.2 GLOBALIZATION & INTERNATIONAL NEGOTIATIONS 1.2.1. Introduction & presentation of the basic concepts 1.2.2. Trust in Business relations 1.2.3. Globalization vs. Internationalization 1.2.4. Challenges in International Negotiations	<u>Debate:</u> Globalization: Boon or Bane for Developing Economies?
Readings: 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. Lewicky, R., Saunders, D., Minton, J. (2010). Chapter 8. Essentials of Negotiation. (pp. 183-205) 5th Ed, USA, New York: Mc Graw Hill. Naim, M. (2013): The End of Power. New York: Gilden Media Stiglitz, J. (2016) Globalization and its new discontents. New York: Columbia Business School 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 The World Economy: an open and shut case. (2017). <i>The Economist</i> N/A (Jan 9th, 2023). Will the AI chatbots eat Google's lunch? The Economist. https://www.economist.com/leaders/2023/02/09/the-battle-for-internet-search N/A (Jan 8th, 2023). Is Google's 20-year dominance of search in peril? The Economist. https://www.economist.com/business/2023/02/08/is-googles-20-year-search-dominance-about-to-end		

3° August 31st to September 5th	1.3. BASIC TOOLS FOR A SUCCESSFUL NEGOTIATION 1.3.1. Motivation 1.3.2. Communication 1.3.3. Negotiation 1.3.4. Persuasion Readings: Optional Readings to be uploaded in the “Virtual Classroom”	Case Study # 1 Oil purchase dynamic Delivery of Indutwin Development Guide
LEARNING UNIT II: ETHIC & RELATIONSHIP IN THE NEGOTIATION: CONFLICT, TRUST AND PREPARATION. LEARNING GOALS: ● 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. ● 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.		
4° September 7th to 12th	2.1. ETHICS & RELATIONSHIP IN THE NEGOTIATION 2.1.1. Ethics & Negotiation 2.1.2. The relationship in the negotiations Readings: Lewicky, R., Saunders,D., Minton, J. (2010). Chapter 7: Essentials of Negotiation. (pp. 162-182) 5th Ed, USA, New York: Mc Graw Hill.	Reading Control # 1 (required readings weeks # 2 & 4)
5° September 14th to 19th	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 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). Trust and Culture: Conceptualization and Intercultural Training Implications in German-Arab Business Relationships. (pp. 12-18) Shaker Verlag.	Case Study # 2 Sunset Bank

6° September 21st to 26th	2.3. PREPARATION TO THE NEGOTIATION 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.	<u>Debate:</u> Governing inclusively vs. Punishing protestors
	Readings: Lewicky, R., Saunders, D., Minton, J. (2010). Chapter 2: Essentials of Negotiation. (pp. 22-53) 5th Ed, USA, New York: Mc Graw Hill. Thompson, L. (2014). Chapter 2: <i>The Mind & Heart of the Negotiator</i> (pp.12-37). 6th Edition, USA, New York: Pearson 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. 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.	
7° September 28th to October 3rd	2.4. PROMINENT NEGOTIATORS: HENRY KISSINGER AND NELSON MANDELA'S KEY ACCOMPLISHMENTS	<u>Reading Control # 2</u> (required readings Weeks # 5 & 6)
	Readings: Henry A. Kissinger as Negotiator: Background and Key Accomplishments: https://hbsp.harvard.edu/tu/efb31c61 "Doer's Profile" Nelson Mandela (1918-): https://hbsp.harvard.edu/tu/a9fbd881 Values-Based Leadership Across Difference: The Life and Legacy of Nelson Mandela: https://hbsp.harvard.edu/tu/802f16fe	
8° October 5th to 10th	2.5. TECHNICS & TACTICS OF NEGOTIATION 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"	Negotiating process using the Harvard Method The Founder Movie (Michael Keaton)

	2.5.4. Negotiate to win: The 21 Rules for a successful negotiation	Discussion: ENTA water treatments projects
	Readings: 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. 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 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	
9° October 12th to 17th	2.6. THE CROSS-CULTURAL CONTEXT OF NEGOTIATION 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	<u>Reading Control # 3</u> (required readings Week # 9)
	Readings: 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. Thompson, L. (2014). Chapter 10: The Mind & Heart of the Negotiator (pp.252-284), 6th Edition, USA, New York: Pearson Negotiating International Business - Country Profiles	
LEARNING UNIT III: INTERNATIONAL NEGOTIATIONS: GEOGRAPHIC AREAS AND LEADERSHIP AND NEGOTIATIONS DYNAMICS LEARNING GOALS: - Shows skills for influencing, inspiring & motivating individuals & groups. - Works efficiently as member of a group and contributes in order to complete stablished 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.		
	3.1. NEGOTIATING STYLES PER GEOGRAPHIC AREAS	Debate:

10° October 19th to 24th	3.1.1. Europe (Northern & Central Europe, Southern Europe & Eastern Europe) 3.1.2. North America 3.1.3. Latin America 3.1.4. Asia 3.1.5. Arabic countries 3.1.6. Africa 3.1.7. Particularities of some countries	<i>Peace deals with armed groups vs. Crushing the enemy within</i>
	Reading: Hofstede, G., Minkov, M. (2010) Cultures and Organizations: Software of the Mind. (pp.1-29) 3 rd . Ed. Kissinger, H. (1979). White House years. Boston: Little, Brown. US-Soviet Relations: Ch. 5, 13, 20, 28. Chile: Ch. 17 N/A. (Feb 8 th , 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	
11° October 26th to 31st	3.2. LINKING INTERNATIONAL NEGOTIATION SKILLS WITH LOCAL SOCIAL CONFLICT RESOLUTION 3.2.1. What & how to negotiate within the framework of different economic interests	<u>Case Study # 4</u> <i>Negotiating process using the Harvard Method</i> Football Player Hiring
	Reading: Rangan, V. (2008). Corporate Responsibility & Community Engagement at the Tintaya Copper Mine. Harvard Publishing Review	
12° November 2nd to 7th	3.3. LEADERSHIP AND NEGOTIATIONS DYNAMICS	<u>Debate:</u> <i>Transgender athletes inclusiveness vs. Biological females competition</i>
	Reading: 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. The Economist reading on transgender athletes	
13°	3.4. ELEVATOR PITCH	Reading Control # 4

November 9th to 14th		
14° November 16th to 21st	3.5. CONCLUSION & ANALYSIS OF NEGOTIATION: LIMA'S ELEVATED RAILWAY CONSTRUCTION NEGOTIATION.	Negotiation Simulation Teamwork <u>Debate:</u> Legalization of Euthanasia
15° November 23rd to 28th	CONCLUSION & ANALYSIS OF NEGOTIATION: LIMA'S ELEVATED RAILWAY CONSTRUCTION NEGOTIATION.	
16° November 30th to December 5th	FINAL EXAM	

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.

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>.

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 8th, 2023). Is Google's 20-year dominance of search in peril? *The Economist*. <https://www.economist.com/business/2023/02/08/is-googles-20-year-search-dominance-about-to-end>

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 (Jan 9th, 2023). Will the AI chatbots eat Google's lunch? *The Economist*. <https://www.economist.com/leaders/2023/02/09/the-battle-for-internet-search>

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>.

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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