

**National Research University - Higher School of Economics**

**Faculty of World Economy and International Affairs**

Course Syllabus and Description

**International Business Negotiations**

Master of International Business Program

*38.04.02 Management*

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Moscow, 2019-2020

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# International Business Negotiations

## COURSE DESCRIPTION

This Course Program establishes minimum requirements for skills and knowledge of the student and determines the content and the forms of educational activities and reporting.

The Course Program is designed for MIB and MBA Program students, lecturers, teaching assistants and anyone interested in International Business Negotiations - Negotiations in Cross-Cultural Context for Master Program 38.04.02 "Management".

The course is usually given in the 4<sup>th</sup> module of the first year of education.

The main provisions of the Course might be used before, along with, and after studies of the following Courses:

- International business
- International business practices
- External economic activities management

**Pre-requisites: THIS COURSE IS AVAILABLE ONLY FOR MIB STUDENTS**

**International Business Research**

**International Relations**

**World Economy**

**Foundations of Managerial Economics**

Good understanding of business as human activity, as well as good command of spoken and written English is strongly advisable for this course. Managerial experience is a plus.

**Course type:** compulsory

**Abstract:** The course provides thorough and professional look into business oriented negotiations. It teaches the theory of negotiation and the skills necessary to become an effective negotiator, learned in part through active exercises and simulations. The course introduces students to negotiation tactics and strategy. It teaches how to prepare, how to identify acceptable negotiated solutions and best alternatives, and how to deal with difficult negotiators. Much of the emphasis is on international and cross-cultural negotiations. *This course is useful for managers involved in negotiations on a daily basis, and recent graduates planning their careers in business.*

## LEARNING OBJECTIVES

- Provide a framework to help students understand and analyze a wide range of negotiations in cross-cultural context;
- Build the strategic and tactical skills to negotiate more effectively in cross-cultural context.
- Develop the rational and emotional intelligence competencies to enlarge a skilful negotiator's toolbox.

## LEARNING OUTCOMES

The student is supposed to:

### Know

- The basic principles of effective negotiations;
- The main theories of negotiations;
- Strategies, tactics and ploys in negotiations.

### Be able to

- Effectively prepare to any negotiations;
- Clearly and realistically understand the alternatives;
- Find the deep interests driving the parties to the negotiations table;
- Understand the people involved in negotiations;
- Detect the issues and elaborate the options;
- Find and use an effective leverage in negotiations;
- Work with information (ability to ferret out and protect sensitive information);
- Work with credibility (to be credible and to detect bluff);
- Achieve balance between vying and compromise;
- Assessing their realistic expectations;
- Determining the starting point;
- Elaborating the plan of the negotiation game;
- Devising constructive concession plan;
- Correctly analyze the negotiations outcome;
- Close the deal without surprises;
- Apply the acquired skills for elaborating company's strategy and tactics in commercial transactions and disputes.

### Gain skills

- Skills of research to obtain necessary information;
- Skills of analysis and preparation of the forthcoming negotiations;
- Team-building skills;
- Persuasion skills;
- Listening skills;
- Questioning skills.

## COURSE PLAN

№	Topic	Total amount of hours	Classroom Activities			Self-Study
			Lectures	Seminars	Workshops	
1	Alternative Negotiation Strategies (Cooperation vs. Competition, and Various Intermediate Approaches). Defining and Quantifying your Interests and Objectives. Defining Goals and Limits. What is Needed to Prepare? Checklist for Information Gathering. Working Sheet for Preparation. Basic Factors Affecting Negotiation. What Are You in Negotiations? Classification of Negotiator Types. Ideal Negotiator: a Set of Qualities. Personal Power. Understanding the Limits of Your Negotiating Authority. Defining and Quantifying the Likely Interests and Objectives of Other Parties to the Trans-	4	1	3		12

	action. Identifying Various “Negotiated Solutions”. Identifying Your “BATNA”.					
2	Public Speaking and Persuasion skills. Disputing Technique. Presenting Information. Using Visual Aid. Building Argument. Using Rhetorical Questions. Emphasizing and Highlighting Key Points. How to Control the Direction of the Discussion. How to Interrupt and Hold the Floor. Negotiating Games/Techniques.	4	1	3		10
3	Perception of the Opponent. Art of Listening to Hear. Skills of a Good Listener. Verbal and Non-Verbal Communication. Preparing to Negotiate (Establishing Limits and Goals). The Preliminary Stage (Establishing Negotiator Identities and Tone of Interaction). The Information Stage (Value Creation).	4	1	3		10
4	Questioning and Answering Skills. Important Factors in Negotiations: Time, Place, Authority, Participants etc. The Competitive/Distributive Stage (Value Claiming). Psychological Entrapment. Tension Between Principals and Agents. The Pros and Cons of Using an Agent. Tacit and Overt Advising. Expectations.	4	1	3		10
5	Tension Between Empathy and Assertiveness. The Ability to Exploit an Inequality and Un-leveled Playing Field. The Ability to Fish Out and Protect Sensitive Information. The Ability to Be Believable and to Spot the Bluff (Credibility). The Ability to Strike the Right Balance Between Competing and Compromise. Post Negotiation Assessment.	4	1	3		10
6	International Negotiations. Negotiation Ethics. Multilateral Negotiations. Coalitions. Devising a Constructive Concession Pattern. Control of Emotions of Both Sides. “Pause” Knob («Withdrawal to the Balcony»). Mechanisms for Dealing with Difficult Issues, and for Dealing with Difficult Negotiators. Separating Factual Differences/Disagreements from Emotional. Playing several games at the same time. Combining Negotiations and litigation. Russian realities of negotiating procedure.	4	1	3		10
7	Closing of the Deal. The Closing Stage (Value Solidifying). The Cooperative/Integrative Stage (Value Maximizing). Issues to Consider in Drafting Definitive Documentation. Importance of Due Diligence.	4	1	3		10
8	Considerations in Requesting and Giving Representations and Warranties. Tactical Elements to Negotiation Strategy, as well as Common Pitfalls and Hurdles Facing Negotiators Who Are Conducting Bi-Cultural Negotiations. The Impact of Ethnicity and Gender. Questions to Review in the Final	4	1	3		10

	Lesson on Negotiations Skills.					
	Total classroom and self-study:	<b>32</b>	<b>8</b>	<b>24</b>		<b>82</b>
	Total hours of the course:	<b>114</b>				

## READING LIST

### Core Textbooks

1. **R. Fisher, W. Uri with B. Patton, GETTING TO YES**, Penguin Books, ISBN 0 14 01.5735 2
2. **William Uri, GETTING PAST NO**, Negotiating Your Way From Confrontation to Cooperation, Bentam Books, ISBN 0-553-37151-2, 200 p., available in PDF.

### Recommended Readings

1. **Michael Wheeler**, Harvard Business School. **The Art of Negotiation: How to Improvise Agreement in a Chaotic World**. Simon & Schuster, 2013, ISBN 978-1-4516-9042-2, ISBN 978-1-4516-9042-6 (ebook);
2. **Peter B. Stark, IT'S NEGOTIABLE**, The How-To Handbook Of Win/Win Tactics, Jossey-Bass Pfeiffer, ISBN 0-88390-418-7, pp. 53-113 (Fifty Tactical Techniques For Successful Negotiation), available in WORD.
3. **Peter D. Johnston, Negotiating with Giants**, Negotiation Press (Cambridge, Massachusetts), 2012, ISBN: 978-0-9809421-0-1;
4. **Gov. Bill Richardson, How to Sweet-Talk a Shark**, Rodale Books, 2013, ISBN-10: 1623360579, ISBN-13: 978-1623360573
5. **George Ross, Trump Style Negotiation: Powerful Strategies and Tactics for Mastering Every Deal**, ISBN -13 978-0-470-04586-2

### Electronic Resources:

<http://www.pon.harvard.edu/>

## GRADING SYSTEM AND GUIDELINES FOR KNOWLEDGE ASSESSMENT

Grading criteria are standard for Socratic Method of learning: quality of class participation, knowledge of the theory, application of this knowledge to concrete situations in every class, ingenuity, quality of written homework and deadlines, reports on mock negotiations and progress in haggling tests, negotiation scenarios, and exercises. No final exam. After the course students will be given quick personal negotiating profile deriving from respective tests, performance in and out of class and observations.

Grades are summed up and synthesized within a week after the last class.

Grading Criteria for the homework

- Knowledge of the theory, and application of this knowledge to concrete situations;
- Selection and justification of methods of execution, the correct choice of the model to analyze the situation;
- Depth analysis of the situation;
- Clarity, consistency and completeness of the materials and data;
- Conclusions and reasoning of decisions;
- The quality of design work, the inclusion of links to relevant sources, regulatory legislation.
- Ingenuity;
- Time management.

Grading Table		
Grades	10-points scale	Criteria

A+	Excellent	10	This grades can be given only when consistent with work all the requirements and the highest rating for all criteria.
A	Very good	9	These grades can be given only under the condition of all compliance requirements and high scores for all criteria.
A-	Very good	8	
B+	Good	7	This grade can be given only under the condition of full compliance with six criteria and requirements one criterion can be done in part.
B-	Good	6	This grade can be given only with the full compliance of homework 5 criteria requirements.
C+	Satisfactory	5	This grade can be given only with the full compliance of homework 4 criteria and requirements two criteria can be met in part.
C-	Satisfactory	4	This grade can be given only with the full compliance of analytical review 3 criteria requirements.
F	Fail	3	The work does not meet the requirements for most of the criteria
F	Fail	2	
F	Fail	1	

## METHODS OF INSTRUCTION

### Educational Technologies: Socratic Method

- induction, analysis of practical problems and case studies;
- discussion on concrete principles and ploys in negotiation;
- diagnostics through tests in class with discussion of possible outcomes;
- lecturing;
- video-clips.

### SPECIAL EQUIPMENT AND SOFTWARE SUPPORT (if required)

Professional audio and video equipment, projector used for lectures and workshops.

### Academic Integrity

Each student in this course is expected to abide by the Higher School of Economics' Academic Honesty Policy referred to in section 7. Any work submitted by a student in this course for academic credit will be the student's own work.

The team might participate in special homework "International Business Negotiations". Homework is prepared by a team together.

Students are encouraged to study together and to discuss information and concepts covered in class and the sections with other students. Students can give "consulting" help to or receive "consulting" help from each other. However, this permissible cooperation should never involve one student having possession of a copy of all or part of work done by someone else, in the form of an e-mail, an e-mail attachment file, a diskette, or a hard copy. Should copying occur, both the student who copied work from another student and the student who gave material to be copied will both automatically receive a zero for the assignment. Penalty for violation of this Policy can also be extended to include failure of the course and University disciplinary action.

### Accommodations for Students with Disabilities

The Higher School of Economics is committed to ensuring equal academic opportunities and inclusion for students with disabilities based on the principles of independent living, accessi-

ble universal design, and diversity. Professor is available to discuss appropriate academic accommodations that may be required for student with disabilities. Requests for academic accommodations are to be made during the first three weeks of the semester, except for unusual circumstances. Students are encouraged to register with Disability Services Center to verify their eligibility for appropriate accommodations.