



## LJUBLJANA SUMMER SCHOOL 2015

**Course title:** **Business Negotiation Management**

**Bachelor course**

**ECTS credits:** 6

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### **Aims of the course:**

The course will:

- focus on basic and state-of-the-art negotiation management concepts, theories, methods and strategies;
- study the problems probably faced by managers in cross-culture business situations, especially the west with the east, such as the German/ French /North American to China/Japan and so on;
- help students to identify and understand the diverse negotiation stakeholders and appeals involved in typical scenarios;
- Have students to exercise and practice useful negotiation methods and tactics to establish positive experience; and facilitate developing team cooperation and team management expertise of students for business negotiation.

Students who successfully complete this course will:

- have an understanding of major theoretical perspectives of effective negotiation management and implementation;
- realize how to apply practical negotiation concepts and models in the study of international backgrounds, e.g. with the context of traditional/modern cultures;
- have students to develop the strategic and tactical thoughts and be able to solve real negotiation problems in business;
- be able to link negotiation theories to practical negotiation cases;
- be able to screen and explain both effective and ineffective negotiation strategies and practices in foreign countries (west-East situation especially emphasized as a strongly possible case); and have their awareness of complexity, flexibility and dynamics of cross-cultural negotiation management, for a well-structured and streamlined solution.

**Course syllabus:**

10 lecture days (7, 8, 9, 13, 14, 15, 16, 20, 21, 22 July) of 3 teaching hours:

**Day 1**

Introduction & Warming-up

**Unit I. Basic Concepts and Core Theories of Business Negotiation**

1. What is negotiation?
2. Negotiation history
3. Types of negotiation
4. Identify the negotiators
5. Positions, interests, and BATNA
6. Study and discussion: Asian's perception of European negotiation issues and European' perception of Asian negotiation issues

**Day 2****Unit I. Basic Concepts and Core Theories of Business Negotiation (Cont'd)**

7. Initiative and stages
8. Issues on the quotation
9. Group discussion: practical quotation skills
10. The anchoring theory
11. Simulation exercise: a simple buy-sell bargaining

**Day 3****Unit II. Negotiation Strategies**

1. Value analysis and strategy
2. Business negotiation value and value tactics
3. Group discussion: the most probable values in business practice
4. Exercise: how to discover/create negotiation values

**Day 4****Unit II. Negotiation Strategies (Cont'd)**

5. Game theory and win-win strategy
6. Analyze win-lose/win-win games
7. Study and discussion: the issue of 'Prisoner's Dilemma'
8. Empirical research findings
9. Creative options

**Day 5****Unit II. Negotiation Strategies (Cont'd)**

10. How to achieve cooperative negotiation strategies
11. Simulation exercise: team-to-team bargaining

**Day 6****Unit III. Managing Coordinated Business Negotiation**

1. The layers of negotiation management
2. Preparation of checklist
3. Variables often played during international negotiations
4. Manage the Alpha style and the Beta style
5. Role-play exercise: Alpha style and Beta style

**Day 7****Unit III. Managing Coordinated Business Negotiation (Cont'd)**

6. Manage a coordinated and efficient negotiation

7. Group discuss: the negotiation of “the Three States”
8. Study and group discuss: the XCM merging case
9. Time management
10. Negotiation personnel management

**Day 8**

**Unit IV. Multi-culture Business Negotiation Management**

1. Concept and context of culture
2. The major cultural problems in negotiation
3. Analysis of cultural differences in terms of business negotiation management
4. Cultural negotiation problems encountered in different countries

**Day 9**

**Unit IV. Multi-culture Business Negotiation Management (Cont'd)**

5. Negotiation characteristics: country cases
6. Cultural codes of number
7. Individual research on typical Eastern/Western negotiation characteristic(s) from both the theoretical and the practical perspectives
8. Discussion: alcohol, karaoke and other treatments, a specific cultural issue of business negotiation for the east and the west

**Day 10**

**Unit IV. Multi-culture Business Negotiation Management (Cont'd)**

9. Group simulation and presentation: a multi-party and multi-cultural business negotiation  
Summary

**Bibliography:**

- Anonymous, Thirty-Six Stratagems (English version).
- Danny Ertel, Turning Negotiation into a Corporate Capability. Harvard Business Review, May-June, 1999.
- James K. Sebenius, The Hidden Challenge of Cross-Border Negotiations. Harvard Business Review, March, 2002.
- James K. Sebenius, Six habits of merely effective negotiators. Harvard Business Review, Apr. 2001.
- Khush K. Pittenger, & Kristen B. Hovsepian, Experiencing a Foreign Culture: A Cross-cultural Simulation. Developments in Business Simulation & Experiential Exercises, Volume 21, 1994.
- Pruitt Dean, Achieving Integrative Agreements, in Bazerman & Lewicki's Negotiating in Organization, Sage Pub., 1983, pp 35-50.
- Robert Axelrod: Chapter 1, 2 & 9, The Evolution of Cooperation, New York: Basic Books, 1984.
- Roy J. Lewicki, et al., Negotiation, 4th ed., The MacGraw-Hill Companies, Inc., 2003.
- Sun Tzu, the Art of War, translated from the Chinese with introduction and critical notes by Lionel Giles, M.A., assistant in the Department of Oriental Printed Books and MSS in the British Museum, first published in 1910, around 514 B.C.

## Teaching methods:

Instructional methodology:

- With the combination of carefully structured methods such as lecture, interactive exercise, case study, role play, literature review, and discussion etc., this course has been designed to share pragmatic and efficient approaches of reaching satisfying agreements/results through negotiation management.
- Negotiation simulation will be used as an important way in which students can acquire fairly valuable experience of business negotiation management. Students should organize negotiation teams, analysis and build strategies, make decisions, and launch face-to-face negotiations with each other in customized scenarios, which highly reflect the real world.
- Since negotiation actually occurs all the time, personal negotiation skills review and peer evaluation will be also addressed throughout systematic explorations on various business management themes and issues.
- Every participant and his/her class group will be requested to pre-study some interesting learning materials in advance, including academic literatures and negotiation cases assigned. The study results will then be shared and used in class.
- During the lectures, the professor uses slides show to facilitate the process of the students' learning and sharing. The hard copies of those particular materials will be distributed to the students in class, who are also encouraged to take notes and actively launch Q&As among the participants.
- Other types of studying approaches, such as video/audio clips, will also be applied to facilitate the students' learning and discussion.
- Team work is frequently asked, so that the students in the same group can closely exchange their personal.

## Prerequisites:

Students taking this course must have been enrolled in an undergraduate program and should have some interests in negotiation, management, and/or business. Good language skills of English are necessary, which are important for students communicating and learning in the course.

## Examination methods:

Assessment

### Individual participation:

Attendance, reading, discussion, Q&A 15%

### Individual work:

Individual exercises, quizzes, assignments 15%

### Group work:

Role plays, presentations, exercises, simulations, assignments 50%

### Final exam:

An open-book-open-note exam on July 24th 20%

Grade Scale:

- 90% - 100% = A

- 80% - 89% = B

- 70% - 79% = C

- 60% - 69% = D
- Below 60% = F

*Note: This course is officially accredited at the Faculty of Economics, University of Ljubljana as the course Negotiations Techniques (ECTS: 6).*