

INTERNATIONAL NEGOTIATIONS

Course code	<i>MNG173</i>
Compulsory in the programmes	<i>International Business and Communication, Business Management and Marketing,</i>
Level of studies	<i>Undergraduate</i>
Number of credits	<i>6 ECTS (48 in-class hours + 6 consultation hours + 2 exam hours, 106 individual work hours)</i>
Course coordinator	<i>Tobias Grünfelder</i>
Prerequisites	<i>None</i>
Language of instruction	<i>English</i>

THE AIM OF THE COURSE:

Description:

In today's globalized world, professional success increasingly depends on the ability to collaborate, communicate, and negotiate across cultures. Whether managing teams, forming partnerships, or resolving conflicts, intercultural competence is key to achieving sustainable and mutually beneficial outcomes.

This course introduces the principles and practices of international negotiation in multicultural settings, with a strong focus on intercultural awareness, communication styles, cultural values, and conflict resolution strategies. Students will explore how negotiation dynamics shift across cultures and learn techniques to navigate complex, high-stakes situations with confidence and cultural intelligence.

We will use case studies to analyse real-world scenarios and explore the potential of transcultural management (Grünfelder & Baumann Montecinos, 2024) to foster collaboration and innovation across cultural boundaries.

Key topics include (1) Principles and styles of international negotiation, (2) Cross-cultural communication and etiquette, (3) Conflict analysis and resolution and (4) Transcultural leadership and management

Main course book: *Sustainable Negotiation* by Eliane Karsaklian (2017) – a modern, practice-oriented guide that goes beyond deal-making to explore the human and strategic dimensions of negotiation.

MAPPING OF COURSE LEVEL LEARNING OUTCOMES (OBJECTIVES) WITH DEGREE LEVEL LEARNING OBJECTIVES (See Annex), ASSESMENT AND TEACHING METHODS

Course level learning outcomes (objectives)	Degree level learning objectives	Assessment methods	Teaching methods
CLO1. Introduce students to the core concepts of cross-cultural communication and negotiations in international contexts.	BLO1.1. BLO2.1.	Final exam, coursework/ presentation	Lecture
CLO2. Discuss and analyse issues related to international negotiation situations, causes and effects.	BLO2.1. BLO4.1.	Final exam	Lecture

CLO3. Assess and analyse cross-cultural negotiations situations, problems and solutions.	BLO1.2. BLO2.1. BLO4.1. BLO4.2	Final exam, Coursework/ presentation	Lecture
CLO4. Develop a set of effective cross cultural communication skills, and specific techniques for international negotiations and conflict resolution.	BLO1.1. BLO2.1. BLO3.2	Final exam, Coursework/ presentation	Lecture
CLO5. Understand cross-cultural communication and negotiation as a key element in the set of required soft skills needed in international cooperation	BLO1.1. BLO2.1.	Final exam, Coursework/ presentation	Lecture
CLO6. Apply critical thinking and problem-solving skills in a changing environment	BLO1.2. BLO2.1. BLO4.2. BLO4.2.	Final exam, coursework/ presentation, final exam	Lecture
CLO7. Demonstrate knowledge and ability to evaluate and assess international negotiation theoretical concepts, strategies and techniques to be applied in real-life scenarios	BLO1.2. BLO2.1. BLO4.1. BLO4.2.	Final exam, coursework/ presentation, final exam	Lecture

ACADEMIC HONESTY AND INTEGRITY

The ISM University of Management and Economics Code of Ethics, including cheating and plagiarism are fully applicable and will be strictly enforced in the course. Academic dishonesty, and cheating can and will lead to a report to the ISM Committee of Ethics. With regard to remote learning, ISM remind students that they are expected to adhere and maintain the same academic honesty and integrity that they would in a classroom setting.

COURSE OUTLINE

Topic	In-class hours	Readings
Session 1: <i>Tobias Grünfelder</i> Presentation of course aims and assignments Time schedule, final exam, case studies, etc. Introduction to the topics: Culture, Negotiation and Cooperation	4	Introduction & Chapter 1: Karsaklian, E. (2017). Sustainable negotiation
Session 2: <i>Tobias Grünfelder</i>	4	Chapter 2: Karsaklian, E. (2017). Sustainable negotiation

The Concept of Culture Metaphors of Culture, Nature and Nurture, Cultural Values Negotiation fundamentals: personal profile, individual culture and values. Verbal and non-verbal aspects cross-cultural communication R. Lewis cultural categories. E.T Hall Etiquette, protocol, mannerism		Additional: Fang, T. (2005) Lewis, R. Ch. 1-2 Bratt, J. Ch 1 Lewis, R., Ch 3-4
Session 3: <i>Tobias Grünfelder</i> Culture Related Business and Negotiation Styles Hofstede, Trompenaars, Gesteland Dignity, Face, and Honor Norms	4	Bennett, M. (2016) Gesteland, R. (2004). Parts I-III Bratt, J. Ch 2
Session 4: Conflict transformation by Peaceful means (the Transcend method)	4	J. Galtung (2000)
Session 5: Sustainability in Negotiations Sustainable Development Goals and their relationship to negotiation process, The essence of sustainability and what role it plays in negotiation process	4	Chapter 3-4: Karsaklian, E. (2017). Sustainable negotiation
Session 6: <i>Tobias Grünfelder</i> Compliance and Integrity Management	4	TBA
Session 7: Case Studies <i>Tobias Grünfelder</i>	4	TBA
Session 8: Transcultural Leadership Summit <i>Tobias Grünfelder</i>	4	TBA Online
Session 9: <i>Tobias Grünfelder</i> Negotiation subprocesses Power, framing, emotions Culture and Strategy for Negotiating Deals Reciprocal questioning and offering (Q&A; S&O) Position Based Negotiations vs Interest Based Negotiations Different Strategies in Negotiations	4	Chapter 6: Karsaklian, E. (2017). Sustainable negotiation

Session 10: Case Study Presentation + Q&A	4	TBA
Session 11: <i>Tobias Grünfelder</i> Transcultural Leadership and Negotiation <ul style="list-style-type: none"> - Transcultural Learning Model - Persuasion and ethics Negotiation subprocesses <ul style="list-style-type: none"> - BATNA - Persuasion and ethics - Ethics across culture 	4	Wieland, J. (2019): Gesteland, R. (2004). Parts II, 9-10 Abramson & Moran, Ch. 4-9
Session 12: <i>Tobias Grünfelder</i> Developing Negotiation Competences III <ul style="list-style-type: none"> - Argumentation development - Strategic Communication - Objection Handling - Dealing with difficult negotiators - Closing techniques Wrap-up session Strategies for successful negotiations Habits of effective negotiators	4	Chapter 7: Karsaklian, E. (2017). Sustainable negotiation
	Total: 48 hours	
CONSULTATIONS	6	
FINAL EXAM	2	

FINAL GRADE COMPOSITION

Type of assignment	%
<i>Group Components 30%</i>	
Group presentation of a case study	30
<i>Individual Components 70%</i>	
Final Exam	40
Reflection Paper & Participation	30
Total:	100

DESCRIPTION AND GRADING CRITERIA OF EACH ASSIGNMENT

The lecturer reserves the right to choose the form of the exam. Details about the structure of the exam and the grading policy will be presented on the first day of the lectures and will be published online.

The presentations will take place during the seminars. Students will be asked to present/ oppose on a given topic. Details about the presentation scope and the grading policy will be presented on the first day of the lectures and will be published online.

1. The **final exam** will account for **40%** of the final grade and will cover the topics covered from Session 1 to 12.
2. The **practical case** (presentation) will account for **30%** of the final grade. It will be a case study in the field of international negotiation.
3. The **reflection paper** and the **class performance** will count for **30%** and is key to this class. This includes simulations, presentations and **active participation** in class and **writing a reflection paper**. Seminar grades will be published after completing the course.

Assessment requirements, procedures, and other important regulations may be communicated verbally during lectures. Failure to attend a lecture where such information is provided does not exempt the student from the responsibility of complying with these requirements.

RETAKE POLICY

If the final (cumulative) mark of the course, including final exam score, is insufficient, students will be allowed to exercise their right of retake. The retake exam will cover all lectures and case-discussion topics discussed in class during the course. Students who receive a non-passing final grade can have a re-take exam, which will constitute 40% of the final grade and will include material of the whole course. Participation and Practical Case cannot be re-taken, but will be counted into the final grade, as graded before. Acquired scores from all assignments will be summed up and the final (cumulative) grade will be given. The lecturer reserves the right to choose the form of the exam.

ADDITIONAL REMARKS

Attendance and participation in the lectures and seminars are not obligatory, however strongly recommended. Studying solely from slides/ course book is not considered to be sufficient preparation for the exam.

Regarding final group presentations:

- The number of groups and members will vary according to final enrolment in this course.
- Preliminary, there will be 8 groups of 4/5 students in each group.
- Cases will be assigned by lottery during the first sessions.
- Final case study presentations will take place in the last sessions. The presentation submission schedule may vary and will be announced in the sessions
- Specific rules apply for in-class/online presentations.
 - a. Presentations can neither be re-scheduled nor retaken
 - b. In case of serious reasons, individual students may be allowed to switch with another student. Students are responsible for arranging the changes and must inform the lecturer at least 2 weeks in advance.

Due to the dynamic nature of the content of the course, additional material can be assigned during the course. In case of unforeseen events the schedule will be adapted.

Readings are selected from books available in ISM library. When older editions are also available for free and legal download the links will be provided.

Lecture slides are the intellectual property of teaching instructor and there is no obligation to upload them for immediate access of students. Taking screenshots/photos of the screen during lectures is not allowed without written consent of the lecturer.

REQUIRED READINGS

Readings:

1. Karsaklian, E. (2017). Sustainable negotiation: What physics can teach us about international negotiation. Emerald Publishing Limited.
2. Grünfelder, T., & Baumann Montecinos, J. (2024). What if we focus on developing commonalities? Implications of a relational concept for transcultural management. International Journal of Cross Cultural Management. <https://doi.org/10.1177/14705958241307802>.
3. Lewis, R. (2006): *When cultures collide*. Leading across cultures. Nicholas Brealey International. Boston, MA 02116 USA.
4. Abramson, N. R., & Moran, R. T. (2017): *Managing Cultural Differences: Global Leadership for the 21st Century*. Routledge.
5. Jeanne M. Brett (2014): *Negotiating Globally*, Jossey-Bass, A Wiley Bran.
6. Bennett, M. (2016): The Value of Cultural Diversity: Rhetoric and Reality, IDR-Institute.
7. Barmeyer C. & Franklin P. (2017): Intercultural Management - A Case-Based Approach to Achieving Complementarity and Synergy. 1st ed. 2017.
8. Fang, T. (2005): From "onion" to "ocean": paradox and change in national cultures, International Studies of Management and Organization, Vol. 35 No. 4, pp. 71-90
9. Wieland, J. (2019): Transculturality as a Leadership Style – A Relational Approach, in: Wieland, J. / Baumann Montecinos, J. (eds.) Transcultural Leadership and Transcultural Competence, Marburg: Metropolis, 21-41.

ADDITIONAL READINGS

10. Ury, W. (2008). Getting Past No. Chapters 1-3.
11. Rigault, Didier (2005). International Business Agreements. Chapters 1.1.1-1.1.4, 2.1.1 and 2.18-2.23
12. Rody, Raymond C. (2002). International Business Negotiations: Strategies, Tactics, Practices. Introduction and Chapters 1-2
13. Salacuse, Jeswald W. (2003). The Global Negotiator. Chapters: 2,3, 6,7 and 13.
14. Shapiro, Ronald M. (2001), The power of nice: how to negotiate so everyone wins – especially you! Chapter 8

Further literature will be announced in the course.

DEGREE LEVEL LEARNING OBJECTIVES

Learning objectives for the Bachelor of Business Management

Programmes:

International Business and Communication,

Business Management and Marketing, Finance,

Industrial Technology Management

Learning Goals	Learning Objectives
Students will be critical thinkers	BLO1.1. Students will be able to understand core concepts and methods in the business disciplines
	BLO1.2. Students will be able to conduct a contextual analysis to identify a problem associated with their discipline, to generate managerial options and propose viable solutions
Students will be socially responsible in their related discipline	BLO2.1. Students will be knowledgeable about cross-cultural communication aspects, cultural intelligence and international conflict resolutions through negotiations
Students will be technology agile	BLO3.1. Students will demonstrate proficiency in common business software packages
	BLO3.2. Students will be able to make decisions using appropriate IT tools
Students will be effective communicators	BLO4.1. Students will be able to communicate reasonably in different settings according to target audience tasks and situations
	BLO4.2. Students will be able to convey their ideas effectively through an oral presentation
	BLO4.3. Students will be able to convey their ideas effectively in a written paper

Learning objectives for the Bachelor of Social Science

Programmes:

Economics and Data Analytics,

Economics and Politics

Learning Goals	Learning Objectives
Students will be critical thinkers	ELO1.1. Students will be able to understand core concepts and methods in the key economics disciplines
	ELO1.2. Students will be able to identify underlying assumptions and logical consistency of causal statements
Students will have skills to employ economic thought for the common good	ELO2.1. Students will have a keen sense of ethical criteria for practical problem-solving
Students will be technology agile	ELO3.1. Students will demonstrate proficiency in common business software packages
	ELO3.2. Students will be able to make decisions using appropriate IT tools
Students will be effective communicators	ELO4.1. Students will be able to communicate reasonably in different settings according to target audience tasks and situations
	ELO4.2. Students will be able to convey their ideas effectively through an oral presentation
	ELO4.3. Students will be able to convey their ideas effectively in a written paper