

**COURSE DATA****Data Subject**

<b>Code</b>	35924
<b>Name</b>	International negotiation
<b>Cycle</b>	Grade
<b>ECTS Credits</b>	6.0
<b>Academic year</b>	2023 - 2024

**Study (s)**

<b>Degree</b>	<b>Center</b>	<b>Acad. year</b>	<b>Period</b>
1314 - Degree in International Business	Faculty of Economics	4	First term

**Subject-matter**

<b>Degree</b>	<b>Subject-matter</b>	<b>Character</b>
1314 - Degree in International Business	33 - International negotiation	Optional

**Coordination**

<b>Name</b>	<b>Department</b>
SAORIN IBORRA, MARIA DEL CARMEN	105 - Business Administration 'Juan José Renau Piqueras'

**SUMMARY**

Whether you are selling a product or service, attracting an investor, dealing with a supplier or government agency, or resolving a dispute with partners, you are usually negotiating. Moreover, those around you (your stakeholders as well as competitors) are also negotiating. It is crucial in business, especially international business, to make sense of these negotiations and conduct them effectively.

The explosion of international business activities has had a marked impact on our lifestyles, income and on the economic environment in general. Companies are forced to seek international trade and investment opportunities in distant markets. Doing business overseas is, however, still considered to be a difficult task. Often we hear stories about unsuccessful encounters between business executives from different cultures mainly because they are not able to communicate and negotiate effectively with each other.

Treating negotiations as a technique that can be learned and adapted to international business relations, this course deals with three main inter-related themes:



- \* Conflict resolution
- \* The cross-cultural communication and management of cultural differences in international business deals
- \* Business negotiation skills and tactics

## PREVIOUS KNOWLEDGE

### Relationship to other subjects of the same degree

There are no specified enrollment restrictions with other subjects of the curriculum.

### Other requirements

Not required

## OUTCOMES

### 1314 - Degree in International Business

- Develop the capacity to evaluate and critically analyse international economic phenomena and agents.
- Develop intercultural sensitivity and the ability to adapt to other geopolitical contexts.
- Understand and reflect on socio-economic and political contexts that affect business and economic decision-making in an international environment.
- Understand the structure and functioning of companies and organisations operating in an international context.
- Develop an ethical attitude in business, respecting human rights and the environment both in the country of origin of the company and in the different markets in which it operates.
- Manage relations between the parent companies of multinationals and their subsidiaries.
- Understand the behaviour of economic agents and their interaction in global markets.
- Be able to generate ideas and detect business opportunities in international markets.
- Develop the capacity to prepare and defend reports that contribute to the decision-making of public and private agents.
- Aprender a detectar las desigualdades entre personas para diseñar, implementar y evaluar las políticas pertinentes que faciliten la eliminación de dicha discriminación en empresas e instituciones.
- Comprender los principales elementos subyacentes en un proceso de negociación internacional.
- Conocer los estilos y tácticas de negociación en los distintos países.



- Conocer los distintos métodos de resolución de conflictos aplicados a las relaciones internacionales.
- Aspectos básicos de la negociación de acuerdos de licencia, joint ventures, fusiones y adquisiciones internacionales.
- Desarrollar la capacidad de preparar los procesos de negociación con antelación.
- Desarrollar una actitud ética y respetuosa de la diferencia en las negociaciones internacionales.

## LEARNING OUTCOMES

In accordance with the degree in IB, described learning outcomes for the subject of International Negotiation are several:

- Development of international negotiation skills. Being able to generate win-win outcomes
- Identify the roles and objectives of the various actors in the negotiation process
- Understand the goals of a negotiation process
- Understand how national culture, corporate culture and personality of individuals influence the negotiations
- Develop a creative attitude in the conflict resolution
- Use the skills to negotiate as a team

## DESCRIPTION OF CONTENTS

### 1. Conflict Resolution in International Business

- 1.1.- Conflict Resolution. Strategy Decision.
- 1.2.- International Negotiation. Definition and features.

### 2. Key elements in the International Negotiation Process

- 2.1.- Background factors.
- 2.2.- Atmosphere.
- 2.3.- Process: stages and dimensions.
- 2.4.- Other negotiation models.

### 3. Strategies, styles, behavior and tactics of negotiation in different countries

- 3.1.- Concept of negotiation strategy, style, behavior and tactics.
- 3.2.- Integrative Strategy vs. Distributive Strategy. Intermediate behaviors.
- 3.3.- Impact of the negotiation strategy on outcomes.
- 3.4.- Typology of negotiation tactics.
- 3.5.- Negotiation styles in different geographical areas.
- 3.6.- Ethical aspects in international business.

**4. Intercultural Differences Management in international Negotiations**

- 4.1.- Concept of culture and sources of cultural differences.
- 4.2.- Barriers to a successful intercultural communication.
- 4.3.- Dimensions of the national culture.
- 4.4.- Dimensions of the organizational culture.
- 4.5.- Strategy to manage the intercultural negotiations.

**5. Negotiation Process in International Strategies I**

- 5.1.- Typology of licenses.
- 5.2.- Key aspects in the international license negotiations. Content, process and outcome.
- 5.3.- Impact of the negotiation outcome over the implementation of the licenses.

**6. Negotiation Process in International Strategies II**

- 6.1.- Typology of Joint ventures (jvs).
- 6.2.- Key aspects in the joint venture negotiations. Content, process and outcome.
- 6.3.- Impact of the negotiation outcome over the implementation of the international joint ventures.

**7. Negotiation Process in International Strategies III**

- 7.1.- Typology of mergers and acquisitions (M&As).
- 7.2.- Key aspects in the M&A negotiations. Content, process and outcome.
- 7.3.- Impact of the negotiation outcome over the implementation of the international M&As.

**WORKLOAD**

ACTIVITY	Hours	% To be attended
Theory classes	30,00	100
Classroom practices	30,00	100
Development of group work	16,67	0
Development of individual work	16,67	0
Study and independent work	40,00	0
Readings supplementary material	16,66	0
<b>TOTAL</b>	<b>150,00</b>	



## TEACHING METHODOLOGY

In the teaching-learning process of International Negotiation different teaching methods will be used. On the one hand, we use expository teaching methods in the case of the lectures, although in addition other methods will be used (didactic forms of participation) seeking the involvement of students in the teaching-learning process. This second type of methods favors interaction between teacher and student and between the students themselves, and is suitable for generic skills development. The methodology is as follows:

- *Lectures:* we will use mainly the lecture to present the contents of the subject. Moreover, as students will have a more active role in the teaching-learning process and should be empowering in that process, for each topic (unit) they will have a guiding scheme that allows them, through a literature search, the construction of their own study materials. The aim is to develop the following generic skills: analysis and synthesis of information, critical ability, and the ability to learn and work independently.
- *Practical classes:* they allow implement the knowledge acquired in lectures and demonstrate the ability to work in groups and communication and negotiation skills both interpersonal and intergroup. In addition, these sessions are intended to help to improve the ability to organize and plan the work of the student. In particular we will use the case method teaching and other forms, such as the analysis and discussion of readings in class or role-play, using video recordings to simulate negotiations in order to receive feedback.

## EVALUATION

The learning assessment will be carried out through the completion of a final exam on the official established date and by continuous assessment. The exam will represent 50% of the final grade and the continuous evaluation the remaining 50%. To add the mark of the continuous evaluation, it is necessary to obtain at least 4 points out of 10 in the final exam. The course will be approved if overall a minimum of 5 points out of 10 is obtained.

The continuous evaluation is made up of different activities (the details will be explained in the first practice session):

- Three case studies on conflict resolution or negotiation (report) (20%). This part is recoverable.
- Two Role-play (not recoverable):
  1. Role-play 1 (Bilateral) plus the report (10%)
  2. Role-play 2 (Team) plus the report (10%)





- Analysis of academic papers focused on JVs and M&As negotiations (10%). This activity is also recoverable.

All reports are required to be completed and submitted by the deadlines set by the teacher. Failure to comply without justified reasons for illness or other exceptional reasons, will lead to not obtaining a grade (0 points)

All reports must have a cover page and will be evaluated according to three criteria:

- Quality of the information
- Analysis
- Presentation

## REFERENCES

### Basic

- Ghauri, P.N. & Usunier, J.C., International Business Negotiations, Pergamon Press: London, 2nd Edition, 2003. Online availability.

### Additional

- Conflict Management and / or Negotiation:
  - \*Fisher, R. & Ury, W., (1999), Getting to Yes. Negotiating Agreements without Giving In, 2nd edition, Random House, London.
  - \*Fisher, R; Ury, W. & Paton, B. (1991), Getting to Yes. Negotiating agreement without giving in. Ed. Penguin, New York.
  - \*Lax, D.A & Sebenius, J.K. (1986): The manager as negotiator: Bargaining for cooperation and competitive gain. Ed. Free Press, New York.
  - \*Llamazares García-Lomas, O. & Nieto Churrua, A. (2002): Negociación Internacional. Estrategias y Casos. Ed. Pirámide, Madrid.
  - \*Munduate Jaca, L. & Medina Díaz, F.J. (2005): Gestión del conflicto, negociación y mediación. Ed. Pirámide, Madrid.
  - \*Rao, A and Schmidt, S.M. (1998) A behavioral perspective on negotiating international alliance, Journal of International Business Studies, 29(4):665-689.
  - \*Roxenhall, T. & Ghauri, P.N., (2004), Use of written contracts in long-lasting business relationships, Industrial Marketing Management, March, 8-16.
  - \*Salacuse, J.W. (2003), The global negotiator. Ed. Palgrave. Macmillan, New York.
  - \*Saorín-Iborra, M.C. (2008), Negotiation behaviour .Dichotomy or continuum?, Esic-Market, 129: 117-173.
  - \*Weiss, J., (2003), Business Ethics, 3rd edition, Thomson, Ohio.
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- -Cultural Differences:

\*Fan, Y., (2002), Questioning Guanxi: Definition, Classification and Implications, *International Business Review*, 11 (5): pp. 543-562.

\*Ghauri, P., and Fang, T., (2002) Negotiating with the Chinese: A Socio-Cultural Analysis, *Journal of World Business*, 36 (3): pp. 303-325.

\*Mintu-Wimsatt, A., (2003) Personality and Negotiation Styles: The Moderating Effects of Cultural Context, *Thunderbird International Business Review*, 44 (6): pp. 729-748.

\*Trompenaars, F. & Hampden-Turner, C. (1993): *Riding the waves of Culture*. Ed. Nicholas Breales, London.

\*Weiss, S.E. (1994), Negotiation with romans-Part II, *Sloan Management Review*, spring: 85-99.

- -Strategic Alliances:

\*De Mattos, C., Sanderson S., Ghauri, P. (2002), Negotiating alliances in emerging markets-Do partners' contributions matter? *Thunderbird International Business Review*, 44(6):701-728.

\*Fay, C.F., and Beamish, P.W., (2000), Joint Venture Conflict: The Case of Russian International Joint Ventures, *International Business Review*, 9 (2): pp. 139-162.

\*Saorín-Iborra, M.C.; Redondo-Cano, A. y Revuelto Taboada, L. (2013), How BATNAs perception influences JVs negotiations, *Management Decision*, 51 (1-2): 419-433.

\*Weiss, S.E. (1987), Creating the GM-Toyota Joint Venture: A case in complex Negotiation, *Columbia Journal of World Business*, summer: 23-37.

- -Mergers & Acquisitions:

\*Fang, T; Fridh, C. & Schultzberg, S. (2004), Why did the Telia-Telenor merger fail?, *International Business Review*, 13(5): 573-594.

\*Saorín-Iborra, M.C. (2008), Time pressure in acquisition negotiations: Its determinants and effects on parties' negotiation behaviour choice, *International Business Review*, 17(3): 285-309.

\*Saorín, M.C. e Iborra, M. (2008), El comportamiento negociador en las adquisiciones no hostiles ¿Ser competitivo o integrativo?, *Universia Business Review*, 18: 104-121.

\*Sebenius, J.K. (1998), Negotiating cross-border acquisitions, *Sloan Management Review*, 39 (2): 27-41.