

*University of Haifa
Graduate School of Management
International Executive MBA Program*

Course code: DALIA 4855

Course name: INTERNATIONAL BUSINESS NEGOTIATIONS

Lecturer: Associate Professor Chalom Schirman

Office hours: Thursdays May 10 and 31, June 14 and 21, between 1:00 p.m. and 2:30 p.m.

(room 618)

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Objectives of the course:

- to give participants an understanding of major theoretical perspectives on the nature of effective negotiation*
- to provide a framework for translating negotiation theory and research into effective practice*
- to provide a range of illustrations of effective (and ineffective) negotiation practice drawn from the worlds of international business, international political decision making, interpersonal and intergroup relations*
- to sharpen participants awareness of conflict and its settlement or resolution through a variety of means including negotiation and the intervention of third parties as mediators.*

Structure and methodology:

Using a combination of lectures, structured interactive exercises, case analyses, role-playing and class discussions, this course introduces a pragmatic and effective approach to reaching agreement through negotiation. Since everyone negotiates and does so all the time it is possible to teach negotiation by taking skills that people already have -then improving upon these through systematic exploration of various themes and issues.

The underlying structure of the Model of Principled Negotiation is very

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clearly described in the book participants are required to read before class starts ("Getting to Yes", Fisher & Uri). The consecutive sessions will thus be devoted (according to the methods described below) to further detailing, exploring and experiencing the various elements and components of the Model. Before each session, case studies will have to be prepared by the students.

N.B.: the Course is taught in English and all the course materials are in English.

Grading and Assessment:

- Attendance. The course is based on simulation of cases in groups, where each student is assigned a specific role. At the end of each session, you will be given the instructions for your roles in the simulation that will take place during the following session. If a student is absent (or late), s/he will penalize the other members of his/her group. It is thus essential that all participants who register for the course attend ALL sessions. Consequently, please note that if a student misses one session, 10 percent will be removed from his/her grade.*

If a student misses 2 sessions, 20 percent will be removed from his/her grade.

If a student misses more than 2 sessions s/he will not get a credit for this course.

- The final (overall) Grade will be composed of*
- Multiple choice quiz, to be taken in class during the first session on Friday, May 4, 2007 (30% of overall grade)*
- Final group report 1,500 – 2000 Words (70% of overall grade). Deadline for submitting the report: Sunday, July 8th, 2007. N.B. -only paper copies sent to the secretariat will be graded – please do not email any electronic copy.*

Required Readings:

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Please refer to the session breakdown for the required readings.

Suggested Readings :

The Course Manual contains several lists of further suggested readings by topic.

Session breakdown:

Session Required readings for the session Content of session 1

(4.5.2007)

1) Fisher Roger and Ury William, Getting to Yes -Negotiating Agreement Without Giving In, 2nd Edition, Penguin Books, New York 1991 (all chapters)

Introduction to Negotiation Theory and Practice

Techniques to joint decisions

Situations of Negotiation

Positions bargaining vs. Interests dovetailing

Case Study (Simulation): Oil Pricing

• Prisoner's dilemma; the emergence of cooperation; long term relations; stakes and objectives; trust

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(11.5.2007)

1)

2)

Case: Law Library

Articles:

a) Axelrod Robert, "The Problem of Cooperation" (Course Manual, p. 25)

b) 2. Venter Dr. DP, " Making First Offers -the pros and cons" (Course Manual, p. 45)

Case Study (Simulation): Law Library

• the PON Model: Alternatives, BATNA, ZOPA, First Offer, Anchoring, Options, Creating Value

3

(18.5.2007)

1)

2)

Case: Sally Swanson

Articles:

a) Mor-Schirman Rivka, "Interests vs Ethics" (course manual p. 85)

b) Ertel Danny, "Turning Negotiation into a Corporate Capability" (Annexed to the course manual)

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Case Study (Simulation): Sally Swansong

- *Project Negotiation: Defining stakes; Creative options*

The negotiation function in the firm

4

25.5.2007)

1)

2)

Case: Chestnut Drive

Article: Sebenius James K., "Six Habits of Merely Effective Negotiators" (Annexed to the course manual)

Case Study (Simulation): Chestnut Drive

Structure of Preparation for a Negotiation

5

(1.6.2007)

1)

2)

Case: Multimode

Article: Lewicki Roy J., Hiam Alexander & Wise Olander Karen, "When and how to use third-party help" (will be distributed at the end of session 4)

Case Study (Simulation) : Multimode

- *Negotiating a budget*

Third party intervention: arbitration vs mediation

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6

(8.6.2007)

1) *Case: Dr Sergio Ceccuzzi and SMI Case Study: Ceccuzzi*

- *M&A negotiations*

7

(15.6.2007)

1)

2)

Case: Tucker Graphics and Nihon Itchiban

Articles:

a) *Salacuse Jeswald W., "Intercultural Negotiation in International Business" (Annexed to the course manual)*

b) *Sebenius James K., "The Hidden Challenge of Cross-Border Negotiations" (Annexed to the course manual)*

Case Study (Simulation): Tucker Graphics & Nihon Ichiban

- *international and intercultural aspects of negotiations*

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(22.6.2007)

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1) Case: Harborco Case Study (Simulation): HARBORCO

- multiparty, multi-issue negotiations, coalition building*

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